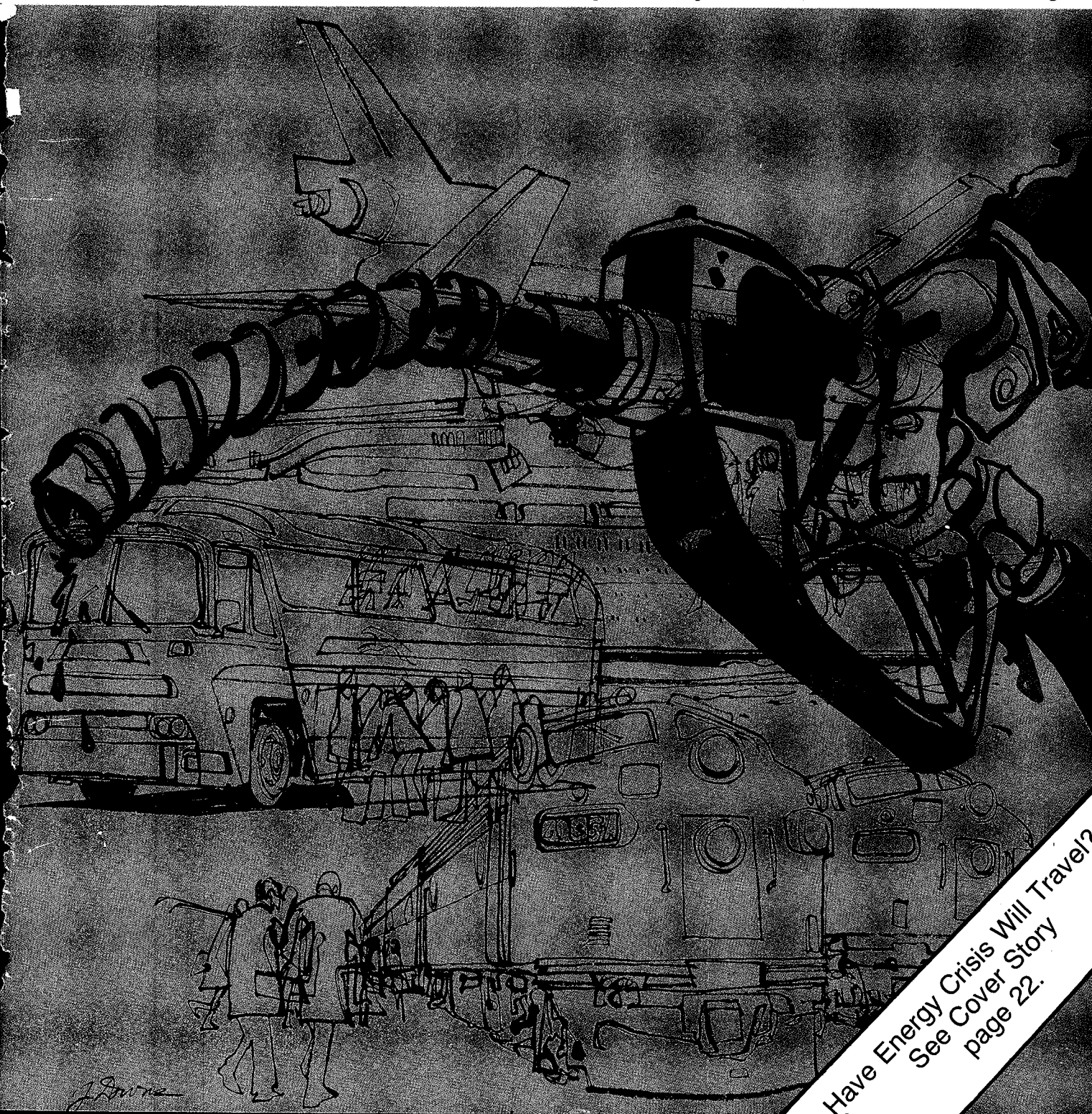


recreation management

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Group Travel Programs . . . Member Travel Survey . . . Recreation Programs for Aged, Handicapped . . . 1974 Bulbhome Program



Have Energy Crisis Will Travel?
See Cover Story
page 22.



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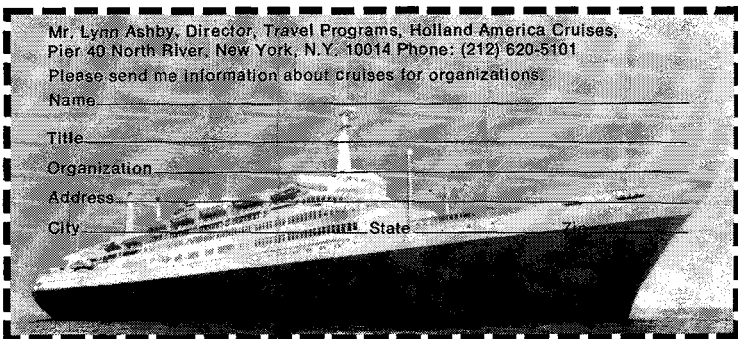
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recreation management

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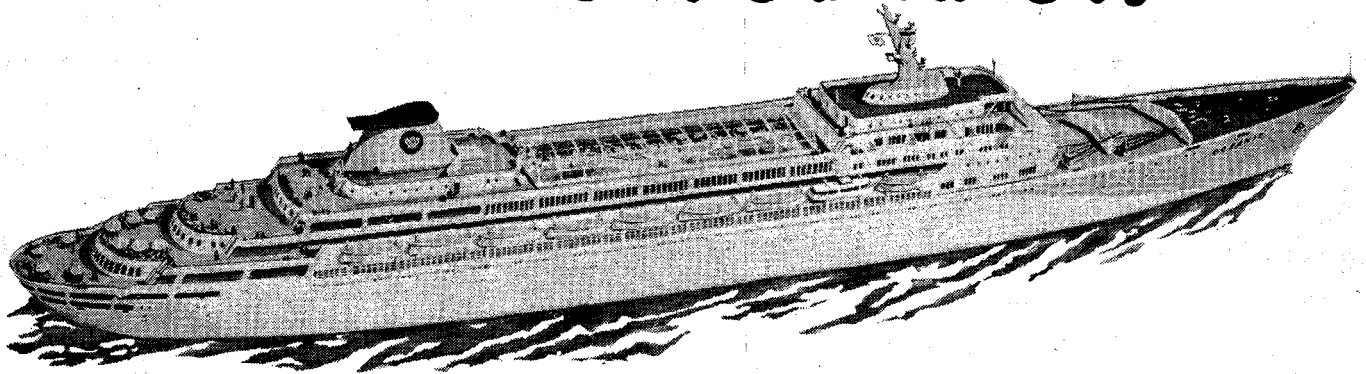
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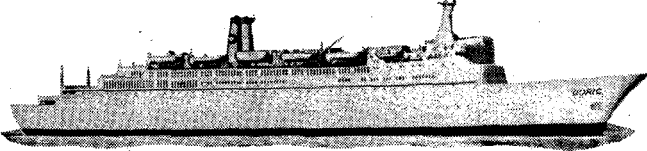
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GOOD THINGS TO READ

MANAGING EFFECTIVE WORK GROUPS: Various approaches to communication, problem solving and decision making are presented in this book by Charles J. Margerison, faculty coordinator of Organization Development Programs at Bradford University Management Center in England. The practical work focuses on the relationship between a manager, his job and the people with whom he must relate to gain results. Particular attention is given to the appraisal of staff performance, managerial leadership and work group development. The text offers alternative approaches to the management of work groups and reviews some of the evidence related to these approaches. \$10. McGraw Hill, 1221 Avenue of the Americas, New York, N. Y., 10020.

LIGHT ON YOUR FEET: If your feet hurt, your're not alone. A recent Gallup Poll asking what people complain about most revealed that four out of five said it was their feet. This pamphlet offers some guidelines on how to properly care for your feet and your children's feet; how to buy shoes and includes sections on toes, arches, ankles, calf muscles and poor circulation. The author Jules Saltman also lists the warning signals of foot troubles and discusses the causes and treatment. 35 cents. Public Affairs Committee, 381 Park Avenue South, New York, N.Y., 10016.

ALASKA GEOGRAPHICS: The 78-page book offers a broad perspective on the South Eastern Alaskan island, Admiralty. More than 150 photographs—126 in color, 24 in black and white—illustrate the text and reflect the breathtaking beauty and variability of the island, its wildlife and human inhabitants. The book is particularly timely as it is devoted to acquainting the reader with the island and

its wealth of resources pointing out the areas of contention among the various groups concerned with the fate of what has become kind of a bastion of Southeast Alaskan wilderness. \$5. Alaska Geographic Society, Box 4-EEE, Anchorage, Alaska, 99509.

TENNIS FOR TRAVELERS: This international guide to tennis courts, available to all travelers, covers the U.S. and 155 other countries. It gives the traveling tennis player information about where to play and where to stay. The book is organized geographically and alphabetically and includes more than 3,000 cities and 7,300 individual court locations. Names, addresses and phone numbers of courts are given as well as quantity of courts, surfaces, lighting and playing fees. Pros' names and lesson fees follow. \$6. Editor and publisher Gilbert Richards, 407 Blade St., Cincinnati, Ohio 45216.

About the cover

This month's cover, done by an editorial artist exclusively for RM, conceptualizes one impact the energy crisis will have on the travel industry—people will be encouraged to travel together in groups. Your RM editor has interviewed a cross-section of the travel industry about the crisis and the overall attitude toward the fuel situation is sanguine. Most report that the travel business is here to stay. Group travel will be especially important in '74, as it is the most economical and fuel-saving mode of travel. All interviewed suggested that the company recreation director make employee group travel plans as early as possible this year to be assured of seats and reservations.

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news in brief

Leisure: a time for cultivation

Leisure is a gift to be cultivated. It is one of man's most valuable commodities. Studies have indicated that man will drive himself harder if he can obtain more leisure time, states a recent issue of the *Executive's Digest*.

Ideally, leisure is a time for the pursuit of a hobby, for creativity, for improvement of mind and/or body. However, often this time is wasted. Man should have the freedom to waste time, yet, the person who spends a disproportionate amount of time wasting time becomes bored with his lack of aspiration, then with his own company and finally with life itself.

We should learn to strike a balance between creativity and passivity that will keep man feeling interested, involved and alive.

Energy Crisis and human behavior

Two Chicago psychologists have predicted that the energy crisis may have detrimental effects on human behavior, according to a recent article in the *Chicago Sun-Times*.

One of the psychologists interviewed stated, restrictions on auto travel may bring on depression for some people. Some may become hostile because they have no way of releasing tensions that are built up over the week.

In addition, the psychologists pointed out that before the fuel shortage, people could travel or go places for recreation. Now they will

NIRA Home Beautification Program Blooms into Full-Fledged Bulbhome Contest

NIRA members and their employees can now obtain substantial savings on quality flower bulbs and compete for a trip to Holland in the process, as NIRA announces the 1974 "Home Beautifications Flower Bulb Purchase Program."

To welcome spring in colorful fashion, homeowners need only a garden, a pail of bulbs and mother nature will do the rest. By taking advantage of the 1974 Bulbhome contest, you can have an eye-catching spring garden with stately tulips, golden daffodils, sweet-smelling hyacinths and other little bulbs.

Maurice Van Tright, President of Bulbhome (Holland), has organized the 1974 Bulbhome program and contest as part of a nationwide drive to make America more beautiful. Others working with Van Tright to make this program a success are **Franz Van Der Zon**, Vice President, Bulbhome (USA); **Fritz Merrell**, Vice President, Program Services, NIRA, and **Michael Fryer**, Executive Director, NIRA.



Tulips, daffodils, hyacinths must be planted 6" deep and 6" apart. Minor bulbs, such as crocus and scilla, should be planted 3" deep and 3" apart. The area to be planted can be dug out completely, the bulbs nestled in place and then covered.

The Bulbhome bulbs are of the finest quality, imported from Holland and are 100 percent guaranteed to grow or they will be replaced. Bulbs may be purchased by mail and will be sent directly to an employee's home at the proper time of year to plant. All bulbs are priced at a substantial saving to employees plus a 10 percent additional discount may be obtained if one order is placed for all employees of a company.

This year's program will be the best ever. Free catalogs and forms will be mailed to NIRA members for distribution to your employees. Employees may order directly from NIRA. All administration of the program will be handled and guaranteed by NIRA.

Orders are now being filled at the Bulbhome-Holland, Bel Air, Md., warehouse.

If orders are coordinated by the NIRA member representative and one check is submitted, 10 percent of the total amount will be deducted from the cost. Orders will be filled individually, but shipped all at once to the company representative for distribution to employees.

Free planting information is available upon request and adequate promotional posters are available at no cost.

In addition, NIRA organizations may purchase flower bulbs for resale at a 10 percent discount.

Request forms will be mailed soon to NIRA members so you may order your free supply of catalogs, order forms and posters.

RM readers may take advantage of the offer also by writing the NIRA Beautification Program Coordinator, 20 N. Wacker Dr., Chicago, Ill., 60606, and request a free catalog and order form.

be hindered in expressing their creative energies.

Chairman of the psychology department at DePaul University

said that the problem behavior caused by such restrictions on travel may take the form of increased consumption of alcohol.

Are your charters legal?

- Do you have problems getting airline contracts signed? ☐ yes ☐ no
You must have an airline contract to legally promote affinity (prorate) charters.
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- Are friends and neighbors of "members" going too? ☐ yes ☐ no
Only immediate family can go on an affinity charter.
- Are payments and deposits in safe hands? ☐ yes ☐ no
You may wish they were.
- Do you sponsor group travel just to save money? ☐ yes ☐ no
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nira news

4 Changes in NIRA Bylaws Pass Almost Unanimously

The National Industrial Recreation Association referendum vote on four changes in the bylaws passed almost unanimously and went into effect on Jan. 1, 1974.

The first bylaw change involves an alteration in the classification titles of organization membership from A, B, C and D, to 1, 2, 3 and 4. This is designed to simplify the system and to erase any feeling that a derogatory inference might be drawn from having a class A, B, C or D company.

The second bylaw change involved a discontinuance of the Special Individual Membership category. Such a service will now be available under the "Allied" and Industrial Council Memberships.

The third bylaw allows for a combination of current special individual members with elected recreation officers, and to make all NIRA programs and services—with the exception of voting rights—available to branch plants.

The final change in the bylaws involves opening up Council Membership to those councils who are unable to develop 100 percent participation in NIRA, and to provide services and opportunities to council members to increase NIRA's effectiveness.

1974 Tournament Plans Underway

Once again, plans are being formulated for the annual national NIRA tournaments, and several dates and details have been already set.

Bowling

Paddy Luedke of Wisconsin Gas reports that discussions have been held and plans are being drafted for the 3rd Annual Bowling Tournament. NIRA members should be receiving all facts about the tournament in the mail by the time you receive this issue. Walter Spranger of Allan-Bradley Co. is working hand-in-hand with Luedke to coordinate this year's tournament.

Rifle and Pistol

The shooting dates have been set for the 1974 National Rifle Association-NIRA .22 Caliber Postal Rifle and Pistol Matches and for the 33 Foot Postal Precision Air Rifle & Pistol Matches, according to **Fritz Merrell**, NIRA Vice President, Program Services. The dates of the contests will be from Jan. 1, 1974, to April 30. Entries should be into NRA headquarters, 1600 Rhode Island Ave., N.W., Washington, D.C. 20036, by May 1, postmarked no later than April 30.

Individual entry fee is \$2 and team fees are \$6 per team. Brochures with more details have been mailed to NIRA members giving full details of the tournament.

Promotional Awards

Mel Byers reports that the Promotional Awards contest will be underway soon, and, as NIRA did last year, a plaque will be awarded to winners in categories 1, 2 and 3. In addition, a certificate will be presented to the second and third place winners in each category.

Program No. 1: For best promotional:

- Organization Handbook
- Membership Brochure
- Activities Guide Book
- Membership Directory

Award Program No. 2—For the best single activity publicity piece.

Award Program No. 3—For the best promotional campaign of one recreation activity.

Judges will base their decisions on the uniqueness of the piece, its readability, color, illustrations and effectiveness in selling or promoting membership in your organization.

Separate entry blanks will be mailed to NIRA members for each program. The entry forms should be mailed to NIRA before March 1, 1974. All winning entries will be on display at the NIRA conference in Atlanta, Ga., in May.

1973 Duplicate Bridge Tourney Going Strong

The 1973 NIRA Duplicate Bridge Tournament is going strong, as a record number of entries from companies all over the country has been reported by Tournament Coordinator Tom Watters. The most popular date to hold the local tournaments was January '74, and the results are now pouring in every day with many fine scores recorded.

Grand prize sponsors are Air Jamaica, the Tower Isle Hotel and Flick-Reedy. First place grand prize is a one-week, all expense paid vacation to Jamaica; second place national prize is a \$50 savings bond for the winning pair, and third and fourth place pair winners will be recipients of \$25 savings bonds.

The regional prizes will consist of 18 first place prizes. Winners will receive the "Vincent Price Treasury of American Art."

Western Conference, NIRA Realize \$3500

The 23rd Annual NIRA Western Regional Conference and Exhibit held in Newport Beach, Calif., was one of the most successful learning experiences in the conference's history, according to **Ken Wattenberger**, Recreation Director of Lockheed-Burbank, who was NIRA Senior Director of the event.

More than \$3,500 was realized in net income from the Conference, which will be split between the Western Regional Conference and NIRA.

More than 250 were in attendance, including 42 exhibitors. Theme of the event was "Learning Can Be Fun," and this the participants discovered, was indeed the case.

Dan Archibald, now of Xerox, and **Phyllis Smith** of Hughes Aircraft, Fullerton, were Conference Co-Chairmen.

Participants heard myriad talks from experts in the fields of education, recreation and medicine and heard an interesting address from an officer in the armed forces. Interspersed with talks and educational sessions, were a tennis and golf tournament. In addition, the conference featured entertainment donated by such sources as Disneyland, Knotts Berry Farm, Sea World and Ted Bowers of the American Eagle Productions.

Chuck Placek of Motorola, the '73 NIRA Senior Co-Director, who was unable to attend this year's event, will be Chairman of the '74 Conference which will be held in Phoenix, Ariz., some time in October, 1974. Exact Dates, place and times will be announced in a future issue of RM.

What's New?

The paper's new; one of the names has been changed; even the color of the type is different, but the concept is the same—of the **Informer** and **Key Notes**, that is. Both have taken on an added dimension—graphically speaking—and, of course, the content is getting better and better with each issue of both newsletters.

Key Notes editor is CIRA **Mel Byers**, Corporate Coordinator, Personnel Activities, Owens-Illinois, and the **Informer** editor is CIRA **Dan Archibald**, who has just assumed the new post of Manager, Recreation and Employee Services, of the Xerox Corporation in El Segundo, Calif.

CIRA INFORMER

A CIRA/CIRL NEWSLETTER OF THE NATIONAL INDUSTRIAL RECREATION ASSOCIATION
Edited by Dan L. Archibald, CIRA, McDonald Douglas Administration Co., 5555 Redwood Avenue, Huntington Beach, California 92648

Volume 4 October, 1973 Number 3
FIFTY-TWO OPINION (con'ts)

In the last issue of the **Informer**, we left Dr. Welton's study of "Fifty-two Opinions on Industrial Recreation's Contribution to Job Satisfaction" with the thought that there were those who felt that industrial recreation does not contribute enough to job satisfaction to warrant its existence.

For the sake of this study, job satisfaction was defined as the "favorable viewpoint of the worker toward the work role that he occupies". It has been generally accepted that job satisfaction is, in many cases, dependent upon the fulfillment of employee needs. The difficulty involved is that needs vary among the different levels of an organization, and that the needs are dependent upon the employee's relationship with the company. Therefore, the exact needs which influence job satisfaction are quite difficult to determine. Four major needs which have been expounded on, to some length, appear to be related to job satisfaction. These needs are autonomy, recognition, affiliation, and self-actualization.

The worth of industrial recreation, for management, can only be determined by the degree in which it satisfies the needs of employees, and in turn, affects a rise in profits.

key notes

A NEWSLETTER OF THE NATIONAL INDUSTRIAL RECREATION ASSOCIATION
Edited by Mel C. Byers, CIRA, Owens-Illinois, Inc., P.O. Box 1030, Toledo, Ohio 43601
Key Notes is designed to bring you brief notes about the latest in programming and administration in the employee services field.

Volume 3 December, 1973 Number 5

CHRISTMAS AROUND THE WORLD

Ethnic groups and ethnic personnel can help you stage one of the most delightful social events of the year in your plant. How Christmas is celebrated in other lands. Each group can prepare a Christmas food specialty to be served in emporium fashion and entertainment and music can be used to complement the theme.

SUPPLY SHORTAGES

Recreation directors anticipating equipment and supply needs for next year might be wise to place their orders now. There is a two-phase problem: one, increased costs of labor and raw materials with no assurance of either becoming stable, and two, some manufacturers are worried about the supply of components required to do their manufacturing. We can only foresee higher prices and slower deliveries in the future. You might be smart to begin reviewing your budget now, taking these facts into consideration.

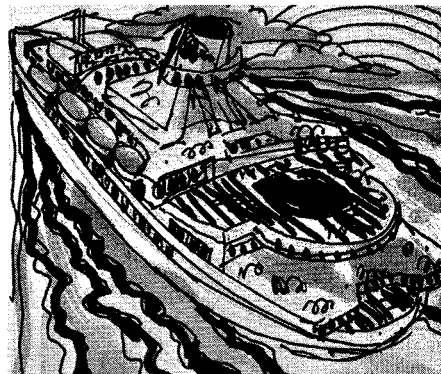
WINTER FUN

For outdoor winter recreation - snowmobiling leads the field. Resort areas fortunate enough to have ample snowfall are in an ideal situation to provide their facilities with snowmobile enthusiasts - providing there are well-maintained snowmobile trails in the vicinity. An example is Clark County, Wisconsin, where the Parks and Forest Division in cooperation with local resort owners, carved out 61 miles of trails. Now, they are adding more miles of trails every year to meet the growing demand. Snowmobile racing is becoming also a great spectator sport.

Continued on page 8

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Union Castle Line & Safmarine—Regular cruises between England and South Africa with large, modern vessels.



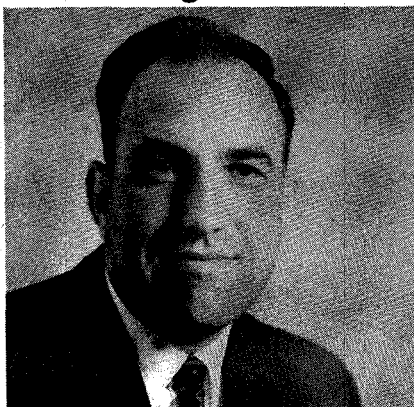
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Bruno Attends 2 Energy Meetings in Washington



Ed Bruno
NIRA President

For the first time, the Federal energy office was made aware of the effect of the energy crisis on recreation and had an opportunity to show its concern, remarked **Ed Bruno**, NIRA President, after he

returned from his first energy meeting in Washington, D.C.

The meeting was convened to enable the government in Washington, represented at the meeting by Rogers C.B. Morton, Secretary of the Interior, to hear the concerns and energy needs expressed by representatives of various associations throughout the country. NIRA was represented by Bruno.

The meeting, Bruno reports, was geared primarily to those associations dealing with recreation and private manufacturers who deal in recreation equipment and facilities.

Jim Watts, an executive with the Bureau of Outdoor Recreation, chaired the event. Keynote speaker was Jim West, head of the Mineral Resources Department, who told the group of 60 association heads that the energy crisis will take until 1980 to correct itself.

Bruno addressed the group, telling them what NIRA is doing as an association to show our concern.

Morton assured everyone that the energy crisis was real and he made no promises as to the effect it would have on recreation, but he said he would bring the facts to the attention of the decision makers in Washington.

A subsequent session was held in Washington, which dealt with energy conservation as it relates to major sports. Again, NIRA was represented by Bruno, because NIRA deals with sports, although it is not directly associated with the intent of the sports associations and their energy consumption.

John C. Sawhill, Deputy-Administrator under Energy Chief William Simon, addressed the group. He said it was the intent of the Federal energy office to eliminate recreation, but to treat everyone and everything as equal. He asked all those associations represented, to report on their energy conservation measures. Each association was asked to take one month to write a letter stating what

it can do to conserve and what will be the percentage of reduction in energy use.

"Although NIRA is an association, we don't tell our members what to do, we merely make suggestions," Bruno remarks. Therefore, NIRA is issuing a letter from national headquarters requesting information as to what individual members are doing in their companies to conserve.

Bruno would like NIRA members to keep headquarters abreast of any ideas being implemented to conserve energy in industrial recreation programs. For example, Bruno reports, his company, 3M, has a ski lift with two hills. "At night, only one hill is in use, which cuts down on the use of electricity."

When the aforementioned information is amassed, Bruno notes, NIRA will direct the figures to the Federal government apprising it of what measures companies are taking to conserve energy in their industrial recreation programs.

Home Lines Touts Oceanic, Doric

Home Lines' Oceanic, especially suited for group cruises, offers myriad facilities from all weather indoor/outdoor facilities to superb cuisine. The Oceanic offers 7-day cruises to Nassau spring through autumn.

The Doric, known as a ship of superior quality, is famous for its cruise activities and all-Italian service. The Doric sails out of Port Everglades, Fla., on Caribbean cruises of various durations during spring and winter seasons.

The Homeric is no longer part of the Home Lines' American operation.

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Air France announces the Sneak-A-Week to Europe

Sneak-A-Week in Paris

From **\$115.00** per person.

Let your group explore Paris and do the things they have always wanted to do.

Package features:

- 6 nights at the new, 4-star PLM/St. Jacques Hotel (incl. service and taxes).
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- Guided Shopping Tour of Le Printemps department store, including round-trip transfers from hotel. Complimentary tea and pastry. Two free gifts, for monsieur and madame, for each group member (cravat, eau de cologne or similar).
- Transfers: Airport/Hotel/Airport by motorcoach, including portage.

Plus low cost options to tailor tour to your group's taste.

Single supplement \$42.00

*From Dec. 1, 1973-March 31, 1974.

During period Sept. 1-Nov. 30, 1973 price will be \$134.00 per person (single supplement \$54.00)

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You have your choice of the most splendid ski resorts in the world. Avoriaz, Flaine, Les Arcs, Le Corbier, Les Menuires, La Plagne, Superdevoluy and Tignes.

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- Demi pension (MAP) per person. 7 meals (lunch or dinner) \$37.00.
- Single occupancy \$31.00.
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*Based on 40 passenger group affinity fare (winter season) New York to Geneva and basic period prices (Dec. 1-21, 1973 and Jan. 9, 1974 to February 9, 1974). Add \$15.00 for weekend travel each way.

Sneak-A-Week in the Sun.

From **\$110.00** per person

One week in the sun can do your group a whole world of good. Check these features and decide for yourself.

Package consists of:

- 6 nights at either the Westminster or the Park, 4-star hotels (including service and taxes)
- Continental breakfast every morning, in the restaurant or in your room.
- English speaking escort to meet group upon arrival.
- Entry to the Casino every day.
- Welcome cocktail party at the hotel.
- Half-a-day sightseeing tour of Monte Carlo and Eze, with a stop at the Fragonard perfume factory, for shopping.
- Farewell banquet at the hotel. Four-course dinner with wines.
- Transfers: airport/hotel/airport by motorcoach, including portage.

Plus a host of low cost options to stretch your travel dollar.

Single supplement \$32.00

NOTE: Both Sneak-A-Week in Paris and Sneak-a-Week in the Sun apply to land arrangements only for groups of 40 passengers minimum. Hotel accommodations are based on two persons sharing twin-bedded rooms with bath.

RM, January/February, 1974

These are but some of the group packages created by our new employee group travel specialists. If you want further information, call Ivan Damyanoff, manager employee group travel at (212) 758-6300 or send in coupon below.

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company profile



Recreation is a family affair at a Burns Harbor Activities Association picnic. Pictured above with their families are (from left) Chuck Kalina, Treasurer; Joe Derringer, Events Chairman and Tom Malone, President of the B.H.A.A.

'Selling' recreation to the corporate office

Bethlehem Steel, Burns Harbor Plant, Gets a 'Sporting' Proposition

In 1964, Bethlehem Steel's Burns Harbor Plant in Indiana, located on the shores of Lake Michigan, 30 miles southeast of Chicago, became the nation's newest major steelmaking plant.

In just 10 years, the plant has become today a vast steelmaking complex that converts raw materials into plates, sheets and tin mill products. To accomplish this, the plant employs 7,000 young, enthusiastic and efficient

workers. But something was needed to meet the special needs of this young, dynamic work force, namely an organized recreation program.

The recreation field is nothing new at Bethlehem. Many of its plants throughout the country have Steel Clubs which feature golf courses, clubhouses, dining facilities, pools, docking facilities, tennis courts and so forth—strictly for supervisors. However, for the young group of

employees at the Burns Harbor plant, a recreation program was needed for all employees at all levels. Consequently, the employees took it upon themselves to provide such a program.

Various individuals independently attempted to plan and provide recreational activities for Burns Harbor employees—with a great deal of success. These efforts resulted in, among other things, softball, bowling and basketball leagues; an excursion

trip to Spain; golf outings, and fund-raising activities. The success of these programs strongly supported the need and desire for Burns Harbor employees to share together in a team effort—whether the goal be friendly competition through athletic endeavors, social benefits, hobbies or just plain sharing of good times.

Such a nucleus is seething within the rank and file of every company—all it needs is a chance to sell itself. Bethlehem Steel-Burns Harbor employees saw their opportunity and siezed advantage of it.

With only this limited volunteer involvement, the B.H.A.A. has coordinated and/or organized and subsidized the following programs during the first months of its existence.

- 20-team softball league with post season tournament and state competition (400 participants)
- 12 team basketball league (100 participants)
- 12 team “mixed” bowling league (100 participants)
- baseball outing to White Sox Park (80 participants)
- fishing lecture and slide presentation (50 participants)
- monthly ESP Club (112 members at last meeting)
- family picnic (250 participants)
- travel trip to Nassau (130 employees on trip)
- publication of bi-monthly newspaper
- monthly Coin & Collector’s Club (35 members)
- theater outing (50 tickets)
- leased recreation park site for 1974

What does this mean to the Company?

First of all, employees—from superintendents to laborers—have participated together in the various programs—and that alone is a desirable plus. It means that all levels of employees from “top management” to the equally important “guy on the floor” spend thousands of hours in friendly contact with each other above and beyond their normal every day work relationship. All of this

has contributed immensely to the realization of the original premise of initiating a recreation association, to “promote orderly and peaceful relations with the employees.” In return, the Company now provides use of its existing facilities, dues collection through payroll deduction and managerial guidance.

Selling the Program

And sell itself it did. A steering committee was formed, comprised of individuals from the various leagues and activities, and the idea of organized recreation was presented to the plant management. With an already successful program behind them, coupled with the basic justification of promoting orderly and peaceful relations between all employees through company-supported recreation opportunities, it seemed a simple task to sell the idea to both the local management and the corporate office. But the question remained: “How do you propose to fund, organize and carry out your goals?”

This is where the National Industrial Recreation Association (NIRA) came into the picture and provided the expertise needed to make an idea a reality.

Within a few short months, brochures were sent to every employee explaining how a recreation association is formed and asking for nominations to the recreation association’s executive board. An election was held and a new look at orgainzed recreation for the Burns Harbor Plant of Bethlehem Steel was born.

The newly elected board, with the guidance provided by NIRA, split into several committees: Constitution and By-Laws; Activities Committee and Communications Committee. Within several weeks a constitution was developed and adopted and the Burns Harbor Activities Association (B.H.A.A.), a state chartered, not-for-profit corporation was formed.

The B.H.A.A. is governed by a Board of Directors composed of 18 elected employees, each representing a geographic area of the plant, and, at the present time, approximately 1,200 dues paying members. Dues are \$1 per month; the total operating

budget for the membership year June 1973—June 1974 will approximate \$12,000. Administrative manpower is performed on a volunteer basis on the employee’s own time. The Board holds a coordinating session on the first Thursday of each month where activities are planned and work is assigned to the various officers and sub-committees. In addition, numerous volunteer hours are spent during the course of each month to complete assignments.



B.H.A.A. is continuing to sell itself. Included in its immediate plans are greatly increased travel participation, formation of additional clubs (many are presently being formed) and development of a recreation park. With this type of progress and enthusiasm it hopes to obtain a professional staff capable of coordinating an even broader range of activities in the future.



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associate profile

Visiting Florida? Spend Your Vacation at the Princess Martha

Come to sunny Florida, St. Petersburg, to be exact, and spend your vacation at St. Petersburg's most preferred hotel—the Princess Martha Motor Hotel.

Ideally located downtown, in the heart of the city's activity, the hotel is easily accessible by automobile or air (from Tampa International Airport) which makes the Princess Martha the choice of many satisfied guests.

Park in the hotel's free lot, register and you are ready for a dip in the pool, located on the second floor level. Sun yourself to your heart's content on the sun deck—free lounges.

Cocktails are ready when you are, and the hotel's friendly bartenders are an hand to serve guests in the PM Lounge. The famous buffet lunches and dinners are served also in the lounge with breakfast, lunch and dinner served in the Gazebo Dining Room.

PM "Florida Package Vacations" are planned and priced for direct sale to NIRA members and their families. You can select the one which suits your needs—from a hotel room including welcome cocktail and daily continental breakfast and a "do your own thing" schedule, to a completely day-by-day planned vacation including bus fares and admissions to major attractions throughout the area such as Walt Disney World.

If you prefer to spend your vacation at the PM playing golf on a championship course, the hotel offers a package for the golfing enthusiast. Or, if you'd prefer to rent a car and see the beautiful St. Petersburg area and attractions at your leisure, this too can be arranged.

Whatever your pleasure, PM has a package to fit anyone's needs and anyone's budget. Ask your recreation director for the Princess Martha Hotel "Florida Package Vacations" brochure and give us a call at (813) 898-9751 or write and let us set up a special vacation for you. The address is: Phil Dross, Executive Vice President and General Manager, 4th St. and 1st Ave., North, St. Petersburg, Fla. 33713.



Cedar Point Offers Combination of Amusements and Entertainment

This year millions of Americans will take a careful look at the recreational facilities available to them. If our mobile society is not permitted its usual travel, then the family outing and company picnic may take on new priorities. Emphasis will assuredly rest on best value for the dollar, distance and, of course, good clean family fun.

Cedar Point has based its goals and success on these principles, not because it is now timely to do so, but because for 104 years the giant amusement complex in Sandusky, Ohio, has met and surpassed these prime priorities. Millions of annual visitors attest that their day at Cedar Point is summer's highlight. Thoughts of roller coasters and theatrical sing-a-longs have brightened many a wintery day, anticipation grows as days get longer and the sun gets warmer. For this planned event is not limited to age or interests, nor does it entail great expense. It offers a rare combination of education and amusement in the finest American tradition.

Located on a 480-acre point in Lake Erie, Cedar Point encompasses the best of all worlds. Surrounded by water on three sides, the visitor enjoys a true resort setting. From his waterfront room in the famous Hotel Breakers, he scans over a mile of private white sand beach. On the bay side is Lake Erie's largest marina. This atmosphere alone attracts many for its beauty and relaxation.

While retaining the resort aspect, Cedar Point's fame has grown in proportion to the more recent expansion in amusement facilities. Boasting the world's largest ride capacity (86,000 rides per hour and growing) it has become America's Fun Capital. From high atop the 15½-story Giant Wheel to blinding speeds on America's fastest coaster—the Jumbo Jet—here lies thrills beyond description and a welcome escape from work-a-day world problems. Of course, for those of us less inclined toward the dramatic, the Western Cruise provides an adventuresome, albeit mild, journey through animated waterways on paddled-wheeled riverboats.

In addition to its notable ride capacity, Cedar Point has developed one of the finest collections of educational exhibits in the country. Frontier Trail offers a half-mile wooded walk through the atmosphere of early pioneer life.

If you are planning a group outing, nowhere else will you find a company more intent on providing the best in group services. You will enjoy reduced rates, free picnic shelters, catering, convention facilities, and above all, personalized service. Cedar Point's staff is trained and dedicated to making your special day outstanding in both fun and the interpersonal benefits you are striving to attain.

associate profile



Air Jamaica: 'We Make You Feel Good All Over'

One of the fastest growing airlines in America, Air Jamaica is the national carrier of Jamaica, the island nation of the West Indies. And at five years of age, it still continues to be one of the fastest growing airlines in the world.

The airline boasts a renowned on-time record, one of the highest in the air transport industry. It also prides itself on its safety standards, technical proficiency and on its in-flight services and special features. These include its "rare tropical birds," stewardesses who present the world's only in-flight fashion show on every trip, and its capacity to live up to its slogan: "We Make You Feel Good All Over."

Its quick growth is a story in itself. Beginning with just two U.S. gateways—New York and Miami—in 1969, Air Jamaica has grown to serve other major North American cities and has become the dominant carrier to Jamaica. In addition to two daily non-stop flights from New York and four from Miami to Jamaica, the airline also provides daily flights from Chicago to Jamaica via Nassau, from Detroit to Jamaica via Nassau, and non-stop from Toronto to Philadelphia and on to Jamaica. On April 1, 1974, the airline will inaugurate the only regular non-stop flights between Jamaica and London, England, with service being extended to Frankfurt, Germany, later in the year.

From three jet aircraft, the airline fleet now numbers nine jets—stretch DC-9's, DC-8's and stretch DC-8's.

John Baumann is general manager-North America of Air Jamaica and represents the airline in NIRA. He has been a member since April, 1971, working actively since that time with NIRA. He has been instrumental in arranging post-convention familiarization trips for NIRA members to Jamaica as a prelude to the organization's 1975 convention which will be held in Kingston.

The airline provides a variety of services and assistance in planning and staging meetings and conventions. Each of the airline regional managers—in New York, Chicago, Miami, Philadelphia, Toronto and Detroit—can serve NIRA members in his own area. Regional managers and their staffs are always ready to sit down to plan and discuss travel and other arrangements for groups to the Caribbean. Special arrangements are made for handling of delegates and representatives to meetings and for providing VIP treatment and other amenities for groups.

For further information, call John Baumann, Air Jamaica, 545 Fifth Avenue, New York City, (212) 935-2284.



Hyatt International Now Operates 17 Hotels in Every Corner of the World

Hyatt International, one of the world's fastest growing hotel chains, presently operates a total of 17 hotels all over the world. Existing properties are located in the Far East (8), Vancouver (2), and one in Toronto, Nassau, San Juan, Acapulco, Colon, Mashhad, Iran, and the newest, Capotaormina Hyatt Regency, in Sicily.

But the four-year-old company, headed by A. Peter di Tullio, has no intention of slowing down. Di Tullio reports Hyatt International is engaged in active negotiations to open a 1,500-room deluxe hotel in Tokyo. Other areas of interest in the Far East include Saigon, Seoul, Macau, Kuala Lumpur, Pengang and Manila—where the chain already operates one hotel.

While "runaway inflation" in northern and western Europe has created a difficult market. Hyatt International still is prepared to consider construction in Brussels and Antwerp and, in the Middle East, is already constructing hotels in Tehran and Shasavar on the Caspian Sea. In addition, the hotel chain is currently studying sites in Nice, Rome, Marbella, Paris, London and Libson, and in some cases, these studies are near completion. Other exciting possibilities include Africa, particularly Dakar and Nairobi.

In South America Hyatt International already has governmental approval to erect a 1,000-room hotel in Caracas and a 400-room project on the island of Margarita just off the coast of Venezuela. Hyatt is considering also locations in Rio de Janeiro and San Paulo.

In the Caribbean, the chain has a 400-room hotel under construction in Ocho Rios and is also interested in Montego Bay, Jamaica, along with Maracas Bay in Trinidad.

In addition to its two Vancouver hotels, Hyatt International has an 800-room property under construction in Montreal and is "actively pursuing" ventures in Ottawa and Calgary.

Here at home, Hyatt International is working closely with Hyatt Domestic on a 300-room deluxe hotel and office building which will be located opposite the United Nations Building in New York City.

Hyatt International operates as a publicly held company independent from the continental U.S. Hyatt Corporation with sales and marketing cooperation between the two including a shared "800" toll free number.

Further information on any of Hyatt International's many hotels can be obtained by contacting the corporate offices at 39 S. LaSalle Street, Chicago, Illinois 60603.

Recreation Equipment for the Handicapped, the Aged

By Barry Traub
Vice President-National Sales Manager
North American Recreation Convertibles, Inc.



A handle grip bowling ball is the first and only bowling ball designed specifically for the handicapped and retarded. The built-in handle returns flush to the ball automatically after release.

Providing recreational equipment and services for the average worker is naturally of paramount importance in an industrial recreation program, but what about the handicapped worker, or the soon-to-be retired employee who is perhaps too weak or infirm to participate in the company's routine recreational program?

It is estimated that more than 16 million people comprise the civilian non-institutional population of the United States. These are people who are partially or totally limited in their major activity because of chronic conditions. And as increasing numbers of these

handicapped individuals are being hired by private industry, they are contributing greatly to the total production output.

The Vocational Rehabilitation Administration of the U.S. Department of Health, Education and Welfare reports that the number of disabled persons rehabilitated and placed in successful employment through government agencies alone is continually setting new records and recently topped 200,000 a year.

Such facts and figures focus on the need for special equipment and information to be used to meet the recreational needs of these people. This becomes even more emphatic when you add the number of workers who are nearing retirement age and are unable to participate in the strenuous activities. Hundreds of these people may be working in your company, and often times they are overlooked when a recreational program is designed and implemented.

The major disabilities of the handicapped include loss of vision and hearing, mental illness, cardiac disease, mental retardation and orthopedic impairments. Special recreational equipment and services, which can be easily incorporated into any industrial recreation program, are available for people with these handicaps.

For instance, when ordering billiard, shuffleboard and tennis tables, make sure they have height adjustable legs to assist wheel chair users, aged and disabled. One specially-designed tennis table comes with removable side wall boards that will keep the ball from bouncing off the sides of the table. A slight incline will automatically return the ball to the player.



This aluminum spring-loaded billiard cue was designed by a "quad". Anything that can be done with a regular cue can be done with UNI-QUE but better.

Some 200,000 rehabilitated disabled were placed in successful employment through government agencies in '73

Special attention should be given to accessories. For example, an aluminum spring-loaded billiard cue has been developed to assist players who suffer from palsy, stroke or hand problems. Designed by a "quad", the user can compete in billiards with anyone. The cue consists of a 4½-inch spring-loaded extension shaft. The player merely aims the cue and pushes a lever and the cue does the rest.

Bowling is a major part of most industrial recreation programs, and the handicapped can participate. A special handle grip bowling ball is available in 10, 12, 14 and 16 pound models. The ball contains a special easy-to-use handle that returns flush to the ball automatically after release. It's ideal for most handicapped and retarded employees as well as the aged.

For the severely disabled, bowling ball ramps are also available at little cost. The participant or attendant directs the ramp toward the pins, the ball is placed on the ramp and the participant pushes the ball or raises the ramp to release the ball. Momentum carries the ball down the alley and toward the pins.

The company recreation director is in an excellent position to provide information on where workers can purchase these types of products for their own use. This is especially valuable to those nearing the age of retirement who are searching for hobbies, interests and activities to pursue once away from the job.

The director can write to any number of governmental agencies, public and private institutions and corporations for brochures, catalogs and activity schedules. The literature can be handed out upon request or distributed to each employee at time of retirement.

Special classes and seminars can also be conducted for those workers who

are handicapped, aged or disabled. Lectures can be given on how best to participate in existing company recreation programs and how to take advantage of special services and activities offered outside the work area. The company recreation director can serve as a liaison for many of these outside agencies and institutions.

With hundreds of handicapped and aged employees in the average large company, programs for these people should not be overlooked for the benefits far outweigh any cost.

Correction

In the December issue of the magazine, we regret the number of typographical errors. This was due to our changing printers and the multitude of adjustments that had to be made. December is our largest and most complicated issue of the year, and switching printers made the task that much more complicated. Of the errors that appeared, was the misspelling of the LISLIND International listing in the Buyer's Guide. Ed.

Hammerin' Hank

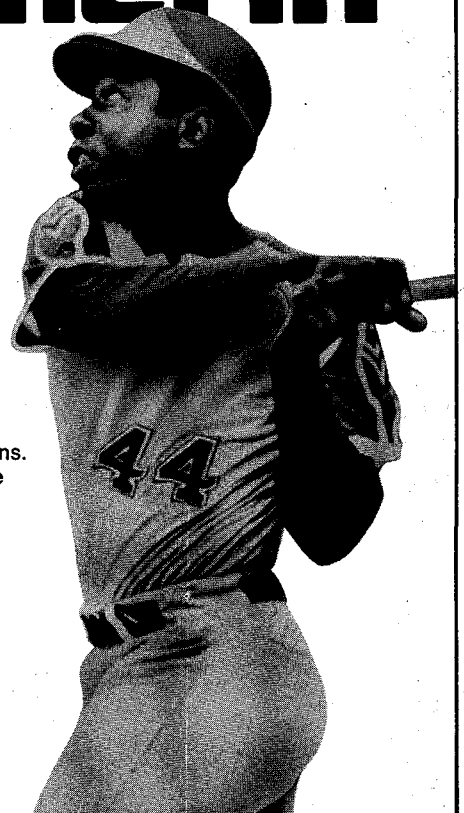
- He's already the leader in total bases.
- He'll be the all time home run hitter.
- He needs less than a hundred RBI's to break Ruth's record of 2209.
- He just broke Stan Musial's extra base hit record.
- He scored 100 or more runs in 12 straight seasons, 1955-1967.
- Four times he's led the NL in RBI's.
- Four times he's led the NL in home runs.

The hammer? Hank uses a Louisville Slugger with a normal taper from a medium size barrel to a medium size handle. The knob is a bit larger than medium.



HANK AARON.
The man with the bat!

Hillerich & Bradsby Co.
The hardest hitting name in sports.
LOUISVILLE, KENTUCKY



travel spotlight

FLORIDA

Travel
Florida
1974

Avenues to Florida outdoor experiences are expanding at a mid-boggling rate, and "new" seems to be the key to it all: new parks and campgrounds; new nature, canoe and bicycle trails and new boat ramps and marinas.

The year 1974 portends emphasis on do-it-yourself locomotion by foot, paddle and pedal, a far cry from the air-conditioned interior of the family auto. The "Swamp Tromps" in Everglades National Park even put the sturdy vacationer foot-to-foot and face-to-face with a terrain that is still a little terrifying to most people.

Boating continues its expansion at both ends of the spectrum. Floating palaces find more facilities to serve them, while rowboats, skiffs and such, notable for lack of chrome and mahogany, are more widely available for rent.

The Sun Coast area, across the state in the Tampa-St. Petersburg region, boasts its own share of water-based entertainment.

Tarpon Springs is home port to a new sightseeing boat, the River Queen, which travels the Anclote River out to the Gulf of Mexico on 90-minute tours highlighted by a brief history of the picturesque Greek community and its sponging industry.

St. Petersburg visitors find it's smooth sailing, indeed, aboard the double-decked vessels of Scenic Suncoast Cruises, the "new kid" on the Gulf. Boats depart three times daily for two-hour narrated tours of the sheltered inland waterways lacing the gulf beaches.

One of St. Petersburg's most distinctive landmarks is the waterfront's dramatic inverted-pyramid-style pier, which opened in 1973. The \$4-million, five-story facility has become a popular tourist attraction, offering panoramic views of the city, a variety of shops and several "wining and dining" spots reflecting special themes.

Visitors to the state's southernmost point, Key West, are offered two new ways to become acquainted with the Old Island City: a walking tour incorporating a specified route and cassette tape narration, available at either the Pier House Motel or the Key Wester Motor Inn; and a bus tour offered by Old Island Sightseeing Tour, which picks up quests at any Key West hotel or motel.

Also in the southern part of the state, over the past five years, Palm Beach business has been growing at a rapid rate. Such shops as Martha, Bonwit Teller, Elizabeth Arden, The Lullaby Shops and even Cartier enjoys at least ten months of business. With each year the summer gets busier and the winter season starts earlier and ends later.

Visitors to the state's snowy-beached northern extreme will find a bit of the Old West (coupled with a bit of the Old East) now homesteading in the Miracle Strip city of Fort Walton Beach. Buckskin City USA, on Perry Boulevard, includes a gun museum with firearms representing shoot 'em up days from Jesse James and Daniel Boone through the prohibition era of Bonnie and Clyde.

The neighboring Big Bend area encompasses the capital city, Tallahassee, where a new State Welcome Station has gone into operation in the historic Capitol Building. Both week-day and weekend tours are offered through the legislative complex.

Florida's outdoor vistas exert a timeless, magnetic hold on the nature lover, beckoning him to discover time and again the wonders of the outdoors in the Sunshine State.

Fort Lauderdale, Miami, Key West and Marco Island were among the first to embark on marine-life assists, and other locales, adopting the idea now include Daytona Beach, Panama City and the St. Petersburg-Clearwater area.

The Busch Travel Park is the newest addition to Tampa's famed Busch Gardens. Situated directly across the street from the attraction, the park offers accommodations for 190 trailers or other motor units.

The Boca Travel Park Camping Resort recently opened its gates for business near the Boca Raton exit of the Florida Turnpike. The resort is operated by the Sheraton Inn Boca Raton West and offers 200 sites, with more to be added. Complete facilities are provided for trailer or motor home travelers.

Boating marinas dot Florida's lengthy coastal expanses, but Fort Lauderdale boasts the state's first "land yacht" marina. Motor Homes of America, at 2000 South U.S. 441, offers motor home and travel trailer owners many of the same services a

RIDA

The Sunshine State—thrills,
frills, flowers, critters,
festivals, festivities,
sun, fun, something for everyone

yacht owner enjoys at a water-based marina, including storage and repair facilities.

Walt Disney World visitors can become short-term campers with the attraction's addition of 31-foot, fully equipped Airstream travel trailers as overnight accommodations. Situated on landscaped sites within the Fort Wilderness Campground, the vehicles can sleep up to six persons each unit, and they come complete with hammocks and awning. Dishes and linens are provided, and trailers are tended daily by a housekeeping hostess. Occupancy is limited to seven days.

Fort Lauderdale, a city of sparkling canals and lagoons, offers an unbeatable combination of Florida's greatest assets: an abundance of water and towering palms, plus long stretches of sun-drenched beaches.

The picture-perfect city is laced by more than 165 miles of connecting waterways and canals and rimmed on the Atlantic by broad public beaches. Entertainment runs the gamut from swank nighteries and gourmet restaurants to casual and informal points of interest. Tours of the city, either by land or by water, are offered at several locales.

Miami and Miami Beach, probably the most universally recognized of all

Material Submitted by Florida News Bureau

Florida resorts, are the mecca of pleasure seekers: Visitors may sightsee by bus, boat, blimp or helicopter; indulge in their favorite sport, be it swimming, fishing, golfing or tennis; and, in general, have their every vacation whim catered to.

Daytona Beach, touted as the world's most famous beach, is a 23-mile stretch of hard-packed sand, perfect for sunbathing or a leisurely drive. A vacation mecca for college students, residents and its northern neighbors, Daytona Beach means surf, sand, sun and fun—Florida at its finest.

The renowned Boardwalk amusement park, a landmark on Daytona Beach, is adjacent to the beach and offers a seaside carnival atmosphere in balmy ocean breezes.

The antics of marine creatures literally take center stage in the state as Sea World of Florida opened in December near Orlando. Highlights include two 3,000-seat stadiums, an area where visitors may pet and feed dolphins and seals, a Japanese village complete with pearl divers, plus an innovative theater housing an electronically controlled water show with

synchronized fountains, lights, pictures and music.

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FLORIDA

Heralded as the largest marine park in the world, the \$20-million Sea World complex encompasses 125 acres near the intersection of Interstate 4 and the Beeline Expressway, southwest of Orlando.

In the same general area, a concrete and steel structure resembling a large circus tent is going up, heralding the fact that the circus is coming to town—to stay. The structure will house the Preview Center for the mammoth, \$50-million Ringling Brothers and Barnum & Bailey Circus World.

The 25,000-square-foot Preview Center, which opened recently, is an attraction in its own right, with performing elephants, authentic circus antiques and demonstrations of circus backyard crafts. A revolutionary 600-seat theater, featuring a motion picture screen taller than a six-story building, will propel viewers into the action of a 27-minute film that portrays what the attraction will include when completed in 1975.

The Preview Center is situated on the 750-acre Circus World site, some 30 miles southwest of Orlando at the intersection of Interstate 4 and U.S. 27.

The Ringling Museum complex in Sarasota, noted as the cultural center of the Southeast, is renovating its existing complex into brand-new facilities that will almost double exhibit space. An early 1974 completion date is set for the first phase of work on the Museum of the Circus, which will include display and operation space for a motorized merry-go-round and exhibit space for historic circus posters and heralds previously exiled in storage.

Other of Florida's long-popular attractions are putting on a sprightly new look through expansions and renovations, to further entertain their visitors.

Walt Disney World's Magic Kingdom will increase its whimsical realm with two major, multimillion-dollar adventures: Pirates of the Caribbean, which opened around Christmas and Space Mountain, to open in the spring of 1974.

Business is buzzing at the John F. Kennedy Space Center, where 25 new tour buses have been added to the Greyhound fleet at a cost of \$1.5 million. An additional \$2.1-million expansion program, involving construction of two buildings to expand the existing Visitor Information Center, is currently under way and is scheduled for completion during 1974.

Marineland of Florida, the pioneer of marine attractions, is in the throes of a multimillion-dollar expansion program, including a new 27-acre park, to be completed by late 1974. The central theme will remain the sea and its relationship to man, but exhibits of an entirely new character are planned within that theme.

Even the sky poses no limit for visitors who choose to wing into Florida. Eastern Airlines' tempting new eight-day, seven-night "fly and drive" package allows budget-minded families to travel to Florida and tour the state, while leaving their cars at home. Package includes accommodations at selected Sheraton motor hotels throughout the state, a Hertz Pinto rental car with unlimited mileage, plus full breakfast at most of the facilities.

Also of interest to flying families are the Eastern 8- and 4-day series of Bed'n Breakfast vacation packages that offer accommodations and daily full-course breakfasts at several Florida hotels and motor hotels.

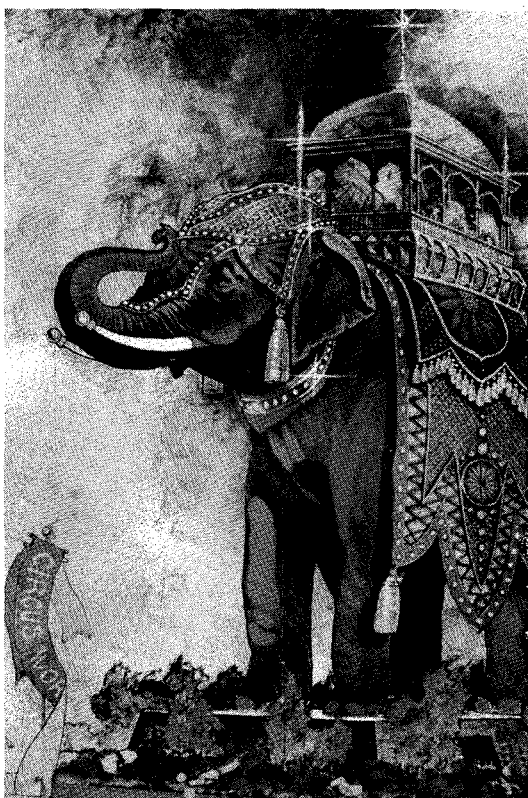
Eastern Airlines' "Part of the Earth Catalog," now available at Eastern ticket counters, tells about the more than 100 miles of bicycle paths in the Miami and South Florida area.

In 1973, Florida had more than 9,000 restaurants that provided seating for more than one million people. For the coming year, the hospitable state is planning to "set a place" for even more visitors and residents, and some of the new restaurants promise to host truly unique dining experiences.

Florida entertained more than 25 million visitors last year, and 1974 promises to bring even more sunworshippers and sightseers. As the nation's No. 1 host, the Sunshine State continues to bring its tourists and residents every convenience to make their traveling holiday just a little more enjoyable.



Miami Beach is one of the most well-known and popular resort areas in the world where miles and miles of beaches dot the landscape.



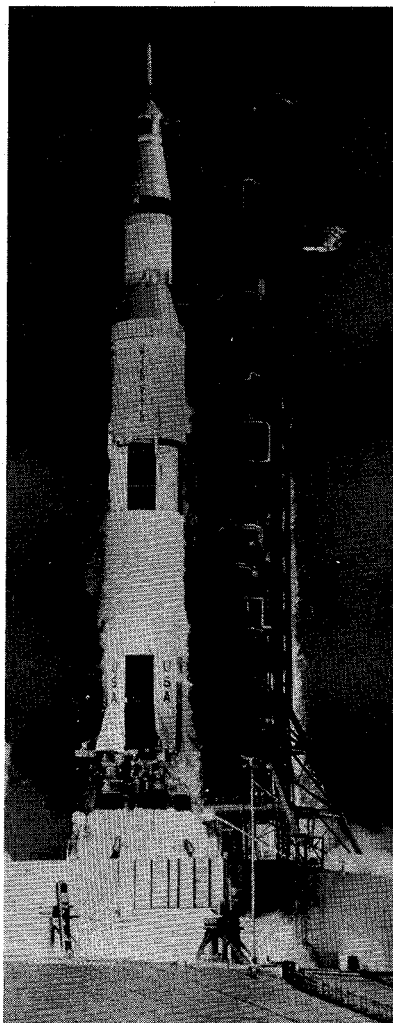
CIRCUS WORLD LANDMARK—A bejeweled elephant can shop and sightsee, will be an awe-inspiring landmark. Barnum & Bailey's Circus World opens in 1975. Travel over Central Florida, the magnificent elephant kind in the world. High-speed elevators in the elephant observation platform shaped like a howdah atop the



SUN CYCLING—Keeping pace with the current national bicycling rage, the Sunshine State offers a number of scenic trails specifically designated for this purpose. Cities and counties throughout the state boast bicycle trail networks, and the state park system includes trails at Tomoka, near Ormond Beach; Bulow Plantation, near Bunnell, Myakka River, near Sarasota; Jonathan Dickinson, near Stuart; and Hillsborough River, near Tampa.



nt 19-stories tall, in which visitors
admark when Ringling Bros. and
owering nearly 350-feet above sea
will be the largest structure of its
mnt's legs will whisk visitors to an
massive structure.



UNUSUAL TOURIST ATTRACTION

—The Florida beach where man left Earth to walk on the moon has become a unique tourist attraction, visited by thousands each week. Launch Complex 39 is a highlight of NASA-sponsored tours of the Kennedy Space Center. **FLORIDA DEPARTMENT OF COMMERCE PHOTO BY AL HACKETT**

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RM 1-2/74

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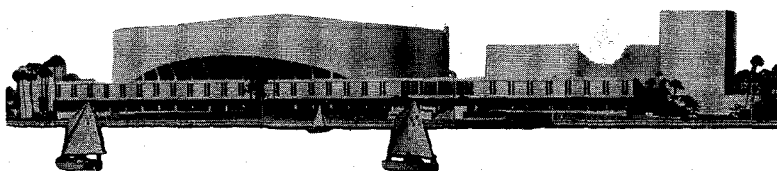
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Have energy crisis

RM telephoned a cross-section of those in the travel industry to find out their response to the energy crisis. Most short-term plans are unchanged, some reported a readjustment in schedules and priorities, and most advocate planning is the key to successful travel in '74.

Travel has become in our society a symbol of affluence, status and freedom. For many, few other experiences can match the exhilaration of rolling down the highway at 65 m.p.h., or cruising across the ocean while lazing in the sun on deck, or soaring through the skies on a jet to a far-away vacation spot.

However, the American traveler is starting to feel the energy crunch, which will alter his travel patterns this year. There will be no more waiting until the last minute to make travel plans; there will be less first-class travel and more fixed-price group tours with payment in advance—by far more economical than individual travel. And in 1974, Americans can expect travel to become more time consuming and more costly, as the price of fuel continues to rise.

According to a cross-section of the travel industry interviewed by this writer, travel is here to stay. The leisure and travel industry represents 15 percent of our Gross National Product and it cannot be curtailed or eliminated without serious ramifications.

Planning is the key this year, because as gasoline becomes harder to come by and more expensive, this will necessitate cutbacks in airline service and make those trips in the family car more difficult.

All of those interviewed suggested making reservations as early as possible this year; buying round-trip tickets and getting them confirmed; having tickets in hand at the station or airport; confirming a return as soon as you arrive at your destinations; taking shorter trips within your general region, avoiding

By Margaret Crane

Editor

any last minute changes, or considering a different mode of transportation than last year. If gasoline rationing is imposed, employees in offices and plants may be available to work out gas-coupon pools in connection with vacation schedules.

AIRLINES. Despite schedule cutbacks, the airlines will be able to provide any seats for those who buy their tickets early.

The airlines reported they are practicing fuel economy because it makes good financial sense to do so, and in November of '73, they were informed of fuel cutbacks which were increased in December and through the first part of January. When the airlines were apprised of the fuel cutbacks, most responded initially by scheduling reductions plus initiating programs involving selective flight cancellations where passengers can be protected on other flights and experience a minimum of inconvenience.

More recently, however, an airline executive told this writer that Energy Chief William Simon announced the airlines would receive 95 percent of their '72 allocations in '74.

The airline spokesman observes that Simon can't enforce this statement without the consent of the oil companies. The oil companies have to agree to sell the airlines the oil; in what sections of the country will they agree to sell the oil, and what will the price be?

The official added that even if the airlines did realize 100 percent of their '73 allocations this year, it would take them from six to eight months to get ready for a change, because "we are already prepared to operate our airlines on the basis of a fuel cutback. Even if we get the fuel allocation, the rising cost of fuel would mean increases in fuel prices to the airline which would have to be absorbed by the consumer."

Fred Khouri, Assistant Manager Group and Specialty Sales, Eastern Airlines, said he has adopted a wait and see attitude concerning the fuel shortage. Our '74 group flight commitments will be honored, he said. We will arrange ferry flights, if necessary. This means, if a plane is flying, for example, from New York to San Juan to pick up passengers and the plane is empty, we will offer the plane from New York to San Juan as a group charter.

Eastern, Khouri points out, is considering the consolidation of flights and discontinuing flights where the market is in an over-capacity state. Capacity agreements with other airlines will be forthcoming. People won't go without seats, but may have to rearrange their schedules. Groups may find it difficult to get seats at any price, so we're telling Eastern group customers to plan for '74 now and we will assist them in finding air travel space for their groups. Eastern is apprising its customers by mail of the situation and urging them to hurry with their plans. Possibly groups and charters will have to leave during mid-week when we have more space. If they must leave over the

Will travel?



weekend, then we will assist them now to obtain space then.

CHARTER AIRLINES. And then there are the charter airlines. **Edward Driscoll, President of the National Air Carrier Association**, the charter airlines' trade group, hopes flights won't be cancelled. Charters are the most efficient means of moving passengers, Driscoll contends.

Charter flights may be hard hit by the energy crunch, but most of those in the charter airline business, such as **Tom Wheeler, Assistant to the President of World Airways**, reports most flights should go as scheduled.

He adds that many companies depend on travel for business; this is not just a leisure-time activity. A person may go to California for a vacation, but to the hotel in which he stays, it is business. To the restaurant it is business. World Airways hopes to carry all groups they've booked in '74. Wheeler states that World knows it's going to carry charters, but to what extent it is unknown at this time.

TRAVEL AGENTS/TOUR OPERATORS. Travel agents say they

aren't experiencing any problems arranging flights, only the times of flights.

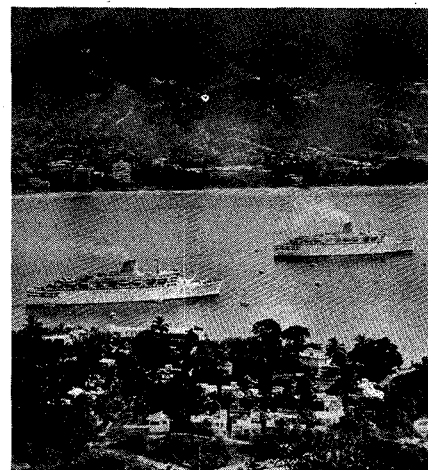
Jim Adams of Etsia, Inc., a tour operator in New York, suggests offering Inclusive Tour Charters (ITCs) to groups and to the general public. If the groups who come to us are wary of the availability of group charters during the energy crisis, we have the insurance of being sure we can fill the plane by selling not only group charters but tickets to the general public.

Adams feels charters make the best use of energy. Usually 100 percent occupancy can be expected. Fuel has been allocated to the scheduled airlines based on last year's fuel consumption, which was used in part for charters. If fuel has been allocated for flights including charters, then it should be used that way.

For those groups not booked in '74, Adams recommends looking to tour operators with larger programs and good track records. Call the airlines for suggestions as to which travel agents are the most reliable.

Adams reports there have been very

few cancellations of charters, to date, but the airline surcharge for fuel is coming back to the travel agent and consequently will be passed on to the customer.



Cruise ships are deleting ports and reducing speeds to conserve fuel, but Sitmar reports, this will give passengers more time to enjoy the pleasures of life at sea.

CRUISE SHIPS. The cruise ships might be forced to add a surcharge to increase their rates to offset the increase in fuel prices, according to **Ken Smith, Staff Vice President, Group and Charter Sales, Sitmar Cruises**. "We haven't done this yet, but what we have done is taken steps to conserve fuel. We will slow down our ships a few knots and delete ports which will save tremendously on fuel consumption. There are positive aspects to the crisis. Cruise travelers will have more leisurely cruises and more time in ports to enjoy cities. The experienced cruiser, we've discovered, enjoys fewer ports. In addition, as other modes of travel become extremely expensive, this should further enhance the value of a cruise.

Continued on page 24



There are predictions that there will be more fixed-group price travel in '74 than ever.

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NIRA Member Travel Survey

In this first travel issue of Recreation Management Magazine for 1974, the following NIRA member company travel programs are listed to exemplify the diversity of types and sizes of employee group travel.

The programs listed below represent a small portion of the many companies offering their employees this type of benefit.

Today, with an energy crisis hanging over our heads, employee group travel programs take on added importance in terms of conserving fuel. Forty people on one bus as opposed to 40 people in private automobiles or a full charter group of 180 as opposed to a scheduled flight of 105 individual travelers, will result in fuel economizing.

The following survey is designed to stimulate more interest in group travel during a year when this type of travel is so important. If anyone is interested in information about how to initiate and develop employee group travel programs, contact NIRA headquarters.

Compiled by Michael C. Luckenbach
National Sales Director,
Recreation Management Magazine

AVCO LYCOMING DIVISION

Where	When	Trans	Number of Participants	Duration
Italy	August	Air	50	1 week

CARRIER AIR CONDITIONING COMPANY

Where	When	Trans	Number of Participants	Duration
Europe	August	Air	21	2 weeks
California	August	Air	12	1 week

CONTROL DATA CORPORATION

Where	When	Trans	Number of Participants	Duration
Spain	Sept-Oct	Air	145	8 days
Jamaica	March	Air	165	8 days

DETROIT DIESEL ALLISON DIV. G.M.C.

Where	When	Trans	Number of Participants	Duration
Mexico	June	Air	101	7 days
Las Vegas	October	Air	100	4 days
Jamaica	November	Air	138	7 days
Cincinnati, Ohio	November	Bus	38	1 day
Redkey, Indiana	May	Bus	35	1 day
San Juan	February	Air/Sea		8 days
Spain—Malaga	April			8 days
Austria—Seefeld	June			8 days
Hawaii—Honolulu	October			8 days

EASTMAN KODAK COMPANY

Where	When	Trans	Number of Participants	Duration
Switzerland	February	Air	60	10 days
South Pacific	March	Air	50	4 weeks
Aruba—Curacao	March	Air	100	1 week
Caribbean	March	Air/Ship	100	1 week
New York City	April	Bus	180	4 days
Canada	May	Bus	80	4 days
Canada	July	Bus	80	4 days
Disney World	July	Air	30	1 week
London—Amsterdam	August	Air	170	15 days
Canada	August	Bus	80	4 days
Europe	Sept—Oct	Air	180	4 weeks
Hawaii	October	Air	206	2 weeks
New York City	November	Bus	150	4 days

JOHNSON WAX

Where	When	Trans	Number of Participants	Duration
Hawaii	October	Air	200	8 days

NATIONAL BANK OF NORTH AMERICA

Where	When	Trans	Number of Participants	Duration
Caribbean	January	Air	50	8 days
Lond/Amstr/Paris	September	Air	60	15 days
Greece	May	Air	37	15 days
Spain	January	Air		8 days
Spain	May	Air		8 days
Spain	August	Air		8 days

PITNEY BOWES, INC.

Where	When	Trans	Number of Participants	Duration
Las Vegas	February	Air	40	4 days
Austria	March	Air	70	8 days
New York	April	Bus	48	1 day
New York	May	Bus	80	2 days
Washington, D. C.	May	Bus	49	4 days
New York	June	Bus	49	1 day
Rome	July	Air	50	7 days
Penn-Dutch	September	Bus	49	3 days
Florida	November	Air	50	4 days
Austria	February	Air	146	10 days
Las Vegas	April	Air	50	4 days

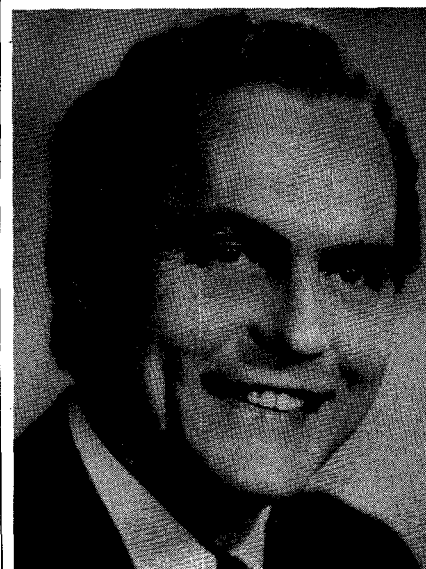
SIKORSKY AIRCRAFT CLUB, INC.

Where	When	Trans	Number of Participants	Duration
New York City	January	Bus	200	1 day

Continued on page 26

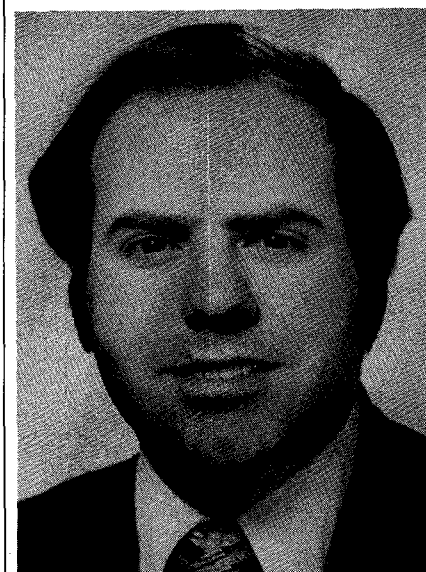
Energy Crisis . . .

Continued from page 23



Ken Smith

It happened last summer with the devaluation of the dollar abroad. Many people, who had planned to go to Europe, changed their plans at the last minute and took a cruise instead.



Bernard Pollack

HOTELS. The hotels expect more localized business. **Bernie Pollack, Vice President, Domestic System Sales, Holiday Inns, Inc.,** feels with people unable to travel great distances as frequently as in the past, they may start to stay longer periods of time in hotels rather than taking the one-night stopover. Holiday Inns is increasing the number of leisure-type programs offered at its hotels, all designed to encourage the traveler to stay longer.

Member Travel Survey

Continued from page 25

New York City	February	Bus	150	1 day
New York City	March	Bus	150	1 day
New York City	April	Bus	200	1 day
New York City	April	Bus	200	1 day
New York City	April	Bus	450	1 day
New York City	June	Bus	150	1 day
New York City	June	Bus	150	1 day
New York City	June	Bus	150	1 day
Newport, R. I.	June	Bus	100	1 day
Connecticut	June	Bus	100	1 day
New York City	July	Bus	150	1 day
Hawaii	July	Air	40	14 days
Greece	July	Air/Ship	25	14 days

TELETYPE CLUB

Where	When	Trans	Number of Participants	Duration
Disneyworld	November	Air	40	5 days
New Orleans	February	Air	40	5 days
Scandinavia	July	Air	40	17 days
Michigan	January	Bus	55	3 days
Indianhead	March	Bus	55	3 days
Mexico	July	Air	25	14 days
Germany	July	Air	20	14 days
New York City	August	Bus	150	1 day
New York City	August	Bus	150	1 day
New York	August	Bus	250	1 day
New York City	September	Bus	150	1 day
New York City	September	Bus	150	1 day
New York	September	Bus	150	1 day
Los Angeles/Vegas	October	Air	25	1 day
Florida	October	Air	200	7 days
New York	October	Bus	150	1 day
New York	November	Bus	150	1 day
New York City	November	Bus	150	1 day
New York City	December	Bus	400	1 day

THE BOEING COMPANY

Where	When	Trans	Number of Participants	Duration
Reno	January	Air	90	3 days
Caribbean	January	Air/Sea	6	7 days
Mazatlan	February	Air	54	9 days
Hawaii	March	Air	40	8 days
Reno	May	Air	93	3 days
Reno	September	Air	186	3 days
Spain	October	Air	40	12 days
Acapulco	November	Air	40	7 days
Las Vegas	November	Air	93	3 days
Reno	November	Air	93	3 days
Hawaii	December	Air	42	11 days

Energy Crisis

Continued from page 25

Howard P. James, President and Chairman of the Board, ITT-Sheraton, feels it is too soon to tell what impact the energy crisis will have on the lodging industry. All hotels, however, are conserving energy in myriad ways.

James feels there is no way to tell how the energy crisis will effect properties along the highways. He is optimistic about '74 and feels business won't be curtailed. For example, he mentioned one hotel manager in Florida who said business is better than ever. People are finding alternate ways to travel to their destinations other than flying or driving.

Overseas, James reports, there is the feeling that those Americans who plan to travel overseas in '74 may stay at home, and Europeans may do likewise. As a result, the emphasis in '74, he predicts, will be on regional travel—people will travel to one destination and stay more nights.

James suggests people readjust their business schedules and plan to spend more time in one location.

AMUSEMENT PARKS. **George Becker, Vice President of Sea World** of Ohio feels there are various ways to view the energy crisis. On one hand he feels it might be better for business in Ohio because it may keep people closer to home. Sea World may start to offer packages at its various parks in San Diego, Florida and Ohio. Last year, it developed with Greyhound, a system whereby a traveler can buy a bus ticket to Sea World of Ohio. The organization is working to design similar programs at other Sea World parks.

In addition, Sea World may find ways to run trains to the Ohio park. The sighting of an old train track is adjacent to the Ohio park and passenger and charter trains may be operating there in the future.

TOURIST BOARD. If the fuel cut-backs aren't too severe, the Caribbean might come out of the crisis with some advantage because of its proximity to the U.S. and the prospect of cold winters exacerbated by shortages in heating fuel, according to **Eric Abrahams, Director of Tourism, Jamaica Tourist Board.**

Energy Crisis

Continued from page 26

Jamaica is an air-fed island. Once on the island, there is no fuel shortage for Jamaica has unlimited supplies of fuel from the South American countries. One salvation to the island's tourism is Air Jamaica, which is not a member of the International Trade Association, and has the same fees as the other lines. Since fuel is available to the island, and Air Jamaica is the official plane of the island, the airline will be able to get the fuel it needs.

RECREATION VEHICLE INSTITUTE. Mike Radigan, National Director of the Recreation Vehicle Institute, reports a program of energy conservation. A committee of manufacturers, dealers and suppliers has been established to cover such areas as the government—informing the government about the status of recreation vehicles and their energy usage. A public campaign has been launched designed to bring new buyers onto dealer's lots, and a full-fledged advertising campaign is underway to bolster the recreation vehicle community and define its relationship to the energy situation, as far as recreational vehicles are concerned. An energy conservation program has been designed and the Institute's PR firm is creating a list of energy conservation measures.

TRAINS. Amtrak's business has been soaring and will continue to soar, according to **Al Lloyd, Manager, Agency Group and Tour Sales.** "We are doing the business today we expected to do five years from now. We can handle groups of 40s, 50 and 60s by adding cars to the trains, but we aren't equipped to handle groups of 400 to 500."

Nixon recently signed a \$407 million appropriation for Amtrak at which time he asserted that strengthening the nation's rail system was necessary to cope with the energy shortage. However, Lloyd states, it will take two years to get new cars. We have rebuilt and refurbished old cars and will have more than 200 by the end of the summer.

Amtrak has tour packages all over the country and, if interested, he suggests making plans as soon as possible through the local district sales office.

BUS LINES. Continental Trailways reports its group programs should continue, if its fuel is not curtailed. Buses use diesel fuel rather than gas, and gas is what is really in short supply. In addition, buses are number two on the list to receive fuel. If people are taken out of their cars, a spokesman for the bus company said, we must offer alternative modes of travel. If there is no place to charter a bus, people will scrounge around to get gas. This is what our country is trying to avoid. In addition, the bus is the most economical means of transportation, according to a National Science Foundation survey.

Continental Trailways is owned by Holiday Inns, and plans to imple-

ment package tours are being discussed. "We will work with other hotels as well. An emphasis will be placed on the mini tour, and the local tour package," according to a company spokesman.

While nobody knows for sure how the energy crisis will affect travel, the feeling among those in the travel industry seems to be anything but gloomy. Trying to predict the shortage's effect on travel was, for some, like reading tea leaves—everyone saw something different. However, adjustments are being made to conserve as much fuel as possible, and hopefully the old song "Don't Get Around Much Any More" won't have to be sung in '74.



A bus is the most economical way to travel today.

WHAT SOME ARE DOING TO CONSERVE

- Colonial Williamsburg is reviving 18th century torches (called cressets) for special night lighting.
- One motel is developing emergency plans for hitching up horses and wagons to transport travelers.
- Campgrounds are urging regular patrons to leave their camping rigs at the grounds instead of using fuel to transport them back and forth.
- Cruise ship captains are planning to follow a straight and narrow path, stopping at fewer ports.
- Amtrak is suddenly the hottest show in town, receiving the number of reservations it had expected five years from now.
- Ski resorts are cutting rates, opening to the public and having special Sunday night packages. They are also cutting down on snow making or switching snow-making operations to non-peak hours.
- Several companies are urging car pools as well as supplying large buses to an employee who will volunteer to pick up and drop off other employees each day—the bonus for the employee is that he gets to use the bus on weekends for his own use.

Pitfalls to avoid in launching group travel programs

Here is a list of problem areas which Recreation Directors may encounter in launching their group travel programs and ways in which to avoid these problems. The list is a combination of suggestions submitted to RM by Clay R. Blaylock, Manager, Commercial and Government Market Planning, Frontier Airlines, Inc.; Bennie R. Sharpe, Sales Manager, Leisure Travel, Inc.; Gino Patocchiola, Manager, Cruise Department, Home Lines, and Allan David, Sales and Advertising Manager, Capitol Airline.

1. Consult a Professional

Be certain land arrangements at your destination are set up prior to the group's arrival. It is nearly always better for the recreation director to consult a professional travel agent for group travel arrangements rather than try to pull together all of the intricate details himself.—Frontier.

2. Budget Planning

Let your travel agent know how much you expect to spend. This eliminates locations and accommodations you cannot afford. It is usually best to buy package programs that have a guaranteed price particularly if your travel is abroad.—Frontier.

3. Promote the Trip

Placing the notice in the employee publication or announcing the trip at one of your meetings is fine, but generally not sufficient to generate the enthusiasm to get the group rolling. Announce the trip well in advance and invite your travel agent to assist in making the pitch to the employees' group. You might try mailing a descriptive brochure to your employees' homes.—Frontier.

4. Select Off Peak Travel Days

Of course if your travel group is of charter size, you can usually arrange to depart any day of the week, however, with the current fuel shortage it may be more desirable to move smaller groups to varied destinations in scheduled air service. Group fares are available in most cases (10 or more). If at all possible, it is best to arrange your travel on days other than Thursday, Friday or Sunday which are consistently heavy travel days, and steer clear of most holidays.—Frontier.

5. Get the Most for Your Money

When possible, plan your departure schedule to arrive early enough in the day to plan afternoon and evening activities, then on the day you depart, plan a morning or midday activity and return home in the afternoon or evening. (Otherwise you pay hotel accommodations for 2 days that are merely travel days rather than days of recreation.)—Frontier.

6. Baggage Check-In

Most airlines will provide, on request, special group luggage tags which may be attached to the bags prior to the group's arrival at the airport. This will assure a speedy check-in and allow easy identification, thereby expediting the recovery time upon arrival.—Frontier.

7. Airline contract

If you sign a charter contract for a full aircraft load and a sufficient number of employees have not signed up and made full payment by 60 days prior to departure date, a decision has to be made as to whether you are going to keep the contract or if your travel agent can find another group to share the seats. If you do not have a full airplane, the cost will become prohibitive and the trip will be cancelled unless your travel agent can find a suitably shared airplane.—Leisure Travel.

8. Payments

The best way to insure payments will be made on time to the airline/hotel contract specifications is by employee payroll deductions.—Leisure Travel.

9. Destination hotel

If a hotel or land package is involved, know what the hotel and the destination are really like. If you are promoting a hotel on the beach with an 18-hole golf course and lighted hard surface tennis courts, be sure that when you and your group arrive that the hotel is not across the busiest street to the beach, and that the 9-hole golf course is not far away, and that there is more than one tennis court, unlighted, with a clay surface. To prevent this a pre-inspection trip should be made.—Leisure Travel and Capitol.

10. Survey your employees

The rec director should find out the preferred destination of its employees through a letter or questionnaire before selecting the site of a group travel program.—Capitol.

11. Consider costs

Get all facts on the flight from the tour department. Beware of the extra costs of tips and gratuities. List them in the full price of the tour.—Capitol.

12. Plan ahead

Avoid the pitfall of not giving yourself enough lead time to plan the trip. Plan trips from six months to a year ahead.—Capitol.

13. Give honest descriptions

If you advertise a first-class ship, explain that first class is not a luxury line. Give honest descriptions and cite all the good points of a first class voyage.—Home Lines.

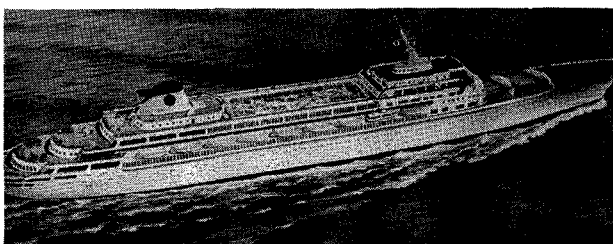
14. Study weather

Know weather conditions at the time of year you plan to make the trip. Don't travel to Bermuda in January and expect to swim—it's too cold.—Home Lines.

15. Match people to product

Budget properly. Unless you know your group, have time and have a large enough budget. Don't suggest a cruise that is too long and consequently can be too expensive. Don't give your employees a product above their budgets—Home Lines.

For further information on group travel programs, contact NIRA headquarters.



Unless you know your group, have time and have a large enough budget, don't suggest a cruise that is too long and consequently too expensive, states Gino Patocchiola, Manager, Cruise Department, Home Lines.

As a group travel planner, you've problems enough without these...

The fuel crisis has brought on a shortage of airline seats.

On top of that, you're faced with the responsibility of choosing a vacation destination that will prove popular with every member of your group. (Will they like the continental U.S.A., the Caribbean, Mexico, Hawaii, Europe . . .)?

Other questions you're faced with are these: "Can I get them there?" "What hotel should I select?" "What about sightseeing? Ground transportation? A cocktail party?" "Can I be assured that my group's trip will be a successful one?"

These are realistic problems — problems LisLind can solve for you. What makes us so effective? Several things:

- **OUR EXPERIENCE.** (We have been handling group arrangements for many years; our offices are staffed with knowledgeable experts who are familiar with all the ingredients needed to insure a successful group travel program).

- **OUR SIZE.** (We are accustomed to handling discriminating travelers in impressive numbers. As a result, we have excellent relations with airlines, hotels — anyone who would be servicing your groups' requirements).

- **OUR STABILITY.** (The travel industry knows that we're financially sound; we're part of a giant transportation complex — Netherlands Shipping Union).

- **OUR INTERNATIONAL NATURE.** (We have offices all over the world).

As a result, when you plan your group travel through us, your people get something extra in the way of service. That goes for travel both here or abroad.

Find out how dealing through LisLind International can mean fewer problems for you. Just use the coupon below.

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Call Collect Anytime!

A little knowledge is a good thing . . . if offering employees travel information

Recently a harried recreation director was faced with a typical problem.

"A female employee called me the other day and said that she and her husband were interested in vacationing in Jamaica in March. She wanted to know all the details about the island.

"What will the weather be like? Will it be warm? What about a good rate? Can you get this for me? Where can I go to get more facts?"

"I couldn't answer any of her questions intelligently. I felt ridiculous, so unprepared. I didn't even know where to send her to find the information she needed."

As many recreation directors have discovered, frequently individual employees will confront them with questions concerning travel. And to be of travel service to your employees, you don't have to be a veteran travel agent. All it requires is a few good basic facts at your fingertips.

Recreation Management did a small survey, and of the companies interviewed for this article, each revealed it had a unique method of handling the individual travel needs of its employees.

McDonnell-Douglas

Jack Frain, Recreation Supervisor, McDonnell-Douglas, was a neophyte at the "travel business" when he assumed his current post. To amass information, he conferred with other NIRA recreation directors who were experienced in this area. Today, his travel programs are among the best and most prolific in the field.

To get his travel program underway, Frain called the airlines to obtain the names of the best travel agents in the area who would meet his company needs. Today some 12 trips have been arranged for '74 all of which are guaranteed.

Frain works hand-in-hand with the travel agent in answering his employees' questions and in helping them find the right trip. We get discounts from the agent because we do our own advertising through the company newspaper and by circulating brochures supplied by the travel agent. In turn, we guarantee the agent a captive audience—30,000 company employees.

Ford Motor Company

Ford Motor Company, reports Wyman Jacobs, Recreation Supervisor of the Employee Programs Department, handles the travel needs of its employees in a different manner.

Ford has some 20 to 34 international and domestic trips scheduled per year involving some 10,000 employees.

Initially, agency bids are solicited. When these are compiled, they are sent to a volunteer Travel Board. Subsequently, a travel weekend is scheduled when each member of the Board will study the bids, make their recommendations and discuss the pros and cons of the sundry trips based on price and what the trips include. The ultimate decision as to which agencies to use, is made by the Board as a unit.

To stimulate interest in the travel programs among Ford employees, Jacobs points out that Ford kicked off the new year with a travel rally at a local school which was rented for an entire day. "Seminars were held with one agent assigned to a classroom. We had dancers from various countries and door prizes were given away."

Prior to the rally, each employee was sent a listing of the agencies and trips planned for '74. At the rally, the employee had the option of signing up for a trip or just coming to learn more about a place in which he might be interested. One month before each trip is scheduled to depart, posters are put up throughout the offices and plants of the Ford company. The travel agencies provide us with this as well as brochures to hand out to employees. Then there is a national mailing to all employees about the travel programs. This is augmented with a listing of all trips in *Ford World*, the official company publication.

In addition, he notes, there is a recreation coordinator at each of our plants in the Detroit area whose job it is to disseminate additional information on travel. He posts notices on the bulletin boards telling employees how they may contact the recreation director to find out more travel details. He also places table tents in the plants and office cafeterias to apprise the employees of the trips.

Lockheed

Suggesting that the recreation administrator survey other industries which have set up travel programs for their employees before offering travel information, is Ken Leonard Executive Director, Lockheed Employees Recreation Association.

Leonard states that prior to launching a program it is wise to do a survey, to find out why your employees want to travel, where they want to go and what they can afford. Submit to management what the costs will be and include all hidden costs. If you get approval, solicit recommendations from travel agents and attend NIRA seminars on the subject to glean the most up-to-date information.

Leonard suggests becoming friendly with tour operators, travel agents and airlines. Stay on top of "goings-on" in the travel business; read travel magazines.

At Lockheed, Leonard continues, "we provide a number of travel services to our employees. We offer tour meetings in addition to a complete hotel reservation service. This is done through hotel chains and means a significant savings to our employees. Employees come to the rec department for their hotel tickets, pay in advance and get a receipt. The room is guaranteed even if the employee and his family are two days late in reaching their destination. All children are free.

Lockheed also has a ticket office from which it does \$500,000 in business a year. We give discounted tickets to employees to thousands of sporting and entertainment events. Two girls are employed on a fulltime basis to handle the service. All the employee must do is pay a 15-percent service charge.

Owens-Illinois

Mel Byers, Corporate Coordinator of Personnel Activities, Owens-Illinois, Inc., contends that a travel program can be operated most effectively when handled between the employee and the company administrator rather than having an agency handle the program directly. When the recreation administrator has little time and money to deal with individual employee travel, he should contact an agency that is familiar with his company's personnel requirements, and avoid an agency that is merely selling tours.

Byers suggests having one person in the travel agency assigned to your company, a representative who will sell your company in his conversation.

I always sign a contract one year in advance of all travel programs, Byers remarks. Monies deposited in a particular travel program should be in the name of the company or association, not in the name of the agency.

Of the money held for any trip, Byers continues, it should be placed in the bank where it can collect interest. Naturally, taxes must be paid on the interest. The rest of the money from the interest should be given to the agency involved if it's done an effective job in promoting your travel program, or additional funds should be given to the travel administrator of the program to be used to cover promotional costs. Any additional funds at this

point should be put back into the company travel program, and not transferred to other activities.

Of the money retained and held by the travel club, 10 percent of the funds, Byers suggests, should be held back on payment to the travel agency until 30 days after the tour has been completed. If there are any problems on the tour, deduct from the 10 percent the cost to the employee plus a penalty and give this to the travel participant.

Byers concludes by emphasizing that whether a travel program is successful or not depends on the director's advertising, promotional campaigns and contact with employees to sell them the program.

Pratt & Whitney

The Pratt & Whitney Aircraft Club, Inc. operates highly successful program which took three years of research and trial and error to develop. Today, Manager Von Conterno asserts, "We guarantee an individual employee that if he goes to a travel agent to find a trip, we can offer that same trip to him at more than a five percent discount."

After doing a survey which revealed the company was inadequately meeting the travel needs of its employees, because there hadn't been enough time to devote to a project of this breadth and scope, Conterno solicited agency bids to handle what today has become a tremendous flow of business. But, he reports, it took months to find the right agent. Our agent is a wholesaler who has set up shop in the recreation club. We have a lease agreement with him and a guaranteed minimum per month. Any profit made, we split.

In addition, the rec club has set up a Board of Directors for the Travel and Entertainment Center. Three girls and an office manager handle this. Such a set up enables our club to offer a complete travel service to groups and individuals. We can ticket at the club, so that an employee may order a ticket through the Center and pick it up there.

To promote the travel program, the club features a weekend travel show. Airlines, shops, tour operators and so forth are invited to set up booths in the recreation club's gym. Employees visit the various booths to obtain information about trips. Once an employee is signed up for a trip, he is sent information about the place he will visit and the bill is enclosed.

Byers sums up succinctly the advantages of offering a company travel program:

"It's an opportunity for management to display to all employees the concern the company and the association have for their people by providing a low-cost, high-value vacation benefit. A travel program can broaden the interest of employees and the company can use the program as a means of developing a better communications link between supervisory personnel and workers without the pressure of directives. Furthermore, travel affords an opportunity to involve the family of the employee in a company program, thus strengthening the bonds between the employee, his family and the company."

new products

1. battery powered bike

The Mars Electra battery powered bike is now available through a mail order firm in the United States. This is the same bike that has revolutionized Europe. In an effort to encourage its use, many European countries have passed legislation which reduces or eliminates registration and license requirements for this battery-powered bicycle.

The bike operates on battery power without fumes and exhaust emissions. It can be used inside enclosed buildings without fear of exhaust fumes, it is a practical shopping vehicle and it is easy to move in and out of traffic.

Refuel from any wall outlet for pennies per charge. Travel up to 25 miles on a single charge while reaching speeds up to 16 mph on level ground.

2. floating lantern

An all-new, all-weather floating lantern, the "Dark Blazer", features a new patented "Super II Reflector" which produces 77 percent more beam candlepower than standard reflectors...or the equivalent of an 8½ inch diameter reflector, even though the overall diameter is only 4½ inches.

Space-age styling plus a 120-degree swivel bracket add to the usefulness of the extra powerful six-volt lantern.

Other features include silver switch contacts, sealed 4½ inch diameter lens reflector assembly, adjustable focus, insulating air space around battery for reliable cold weather operation and a place for a space bulb.

3. folding boat

An answer to the fuel shortage has been designed—a virtually indestructible folding boat. It is 9 feet long and opens up to a beamy 53 inches. It weighs only 45 pounds and will hold a family of four (450 pound capacity) and floats in only 4 inches of water. It's unsinkable and can be propelled by "oar power", "wind power", or by a tiny 1.2 H.P. mini-motor that runs all day on a cupful of gas. It folds to a thickness of 4 inches and when folded looks like a surfboard.

It is constructed with maintenance-free polypropylene that never needs painting and is unaffected by oil, gasoline, salt or battery acid.

4. snowproof stopwatch

An electronic chronometer, with a compact photoelectric eye that operates from as little as a flashlight beam, can provide a ski center with fully automated timing of race competition for an investment of less than \$300. The entire system, timer and one or two eyes, light, miniature tripods and patch cord, could fit in a briefcase or be backpacked uphill by a skier with both hands free for the tow.

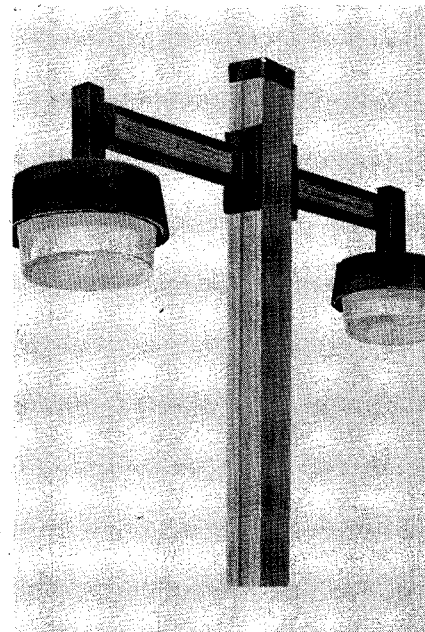
The stopwatches are powered internally by rechargeable nickel cadmium batteries.

5. woodlighting systems

You can bring a touch of nature's own wooded splendor to outdoor lighting systems with new laminated wood polls.

Select grades of Idaho White Fir are permanently laminated by the Lector-Lam process, then pressure treated with pentachlorophenol preservative to provide long life comparable to most lighting poles.

The lights are ideally suited for walkways, campuses, parking lots, industrial parks or any installation where the lighting system must provide safety and compliment the daylight exterior decor.



6. economical street machine

The Tri-Sport Street Legal basic commuter vehicle has been introduced tailored to combat an increasing need for gasoline and the need to conserve. The new vehicle is powered by a 290 or 350 cc Kohler engine delivering up to 28 horsepower. The three-gallon tank will accumulate more miles per gallon than any comparable vehicle on the road today. Hydraulic Dual Brakes at the rear wheel are standard, and an

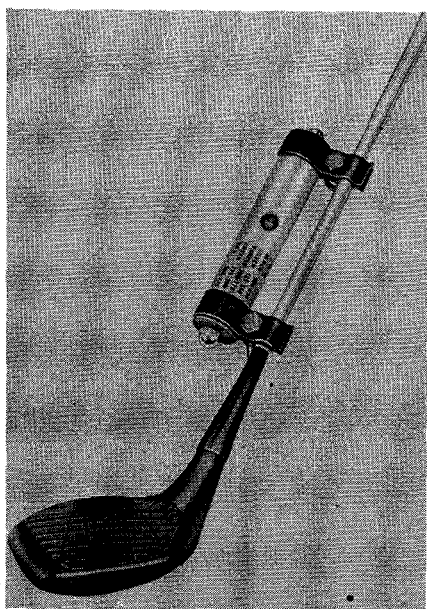
optional front spoked wheel with internal expansion brake is available where needed. Electric start is available as optional equipment. Transmission is automatic.

7. swing-o-meter

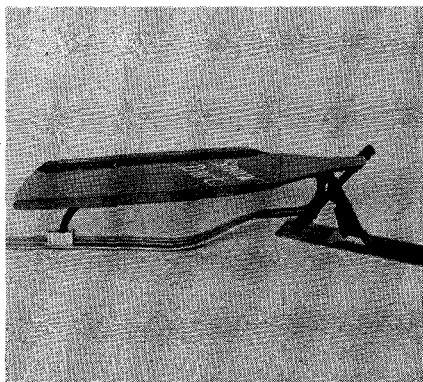
Swing-O-Meter, a new self-improvement golf product, measures speed at which the ball is hit, approximating the distance a drive will travel from the tee.

The unit consists of a quality constructed, brushed aluminum tube with spring drive meter to measure swing velocity and an easily read chart showing ratio of projected drive lengths to velocity of clubhead.

Swing-O-Meter is installed on or removed from any club by simply loosening or tightening clamps at ends of the unit. Velocity is read from a window in the unit that registers a color code at the fastest point in a swing.



8. snow dart sled



The snow dart sled is an innovation into the winter sports area, and is expressly designed for all groups. It provides a sled device that is part ski, part sled. Snow Dart gives you a thrilling ride and a new experience with a compact, lightweight tandem ski snow sled.

The sled features extreme maneuverability with a floating front ski that slides over bumps and provides steering control and speed in powder

snow as well as on icy surfaces. It is easy to master and simple to handle.

9. recreation equipment for the handicapped

Billiard and carom tables, a wide variety of table games and athletic equipment specially designed for the handicapped individual, have been introduced. Many of the items are height-adjustable making them ideal for the wheel-chair bound as well as children and adults. Other features such as side walls on ping pong tables eliminate the need for ball chasing.

Other imaginative devices for adapted recreation include professional bowling balls with spring-loaded handles, spring-loaded billiard cues and skis for amputees.

new products

R/M 2/74

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8 9

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☐ Please send more information on NIRA membership (specify 'company', 'associate', 'individual' or 'student').

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How Voluntary Associations Are Fighting to Solve the Energy Crisis

Whatever problems the American people face, the country's voluntary nonprofit associations are geared to deal with them. The energy crisis is no exception. The way to solve any problem of this magnitude is through collective action. Associations have the leadership expertise—and are using it now—to tackle this critical problem.

Associations now are doing these things:

- Spearheading energy conservation campaigns.
- Conducting industry audits to determine vital energy needs.
- Documenting and sharing facts on significant achievements in energy management and conservation programs.
- Organizing task forces to assist in the coordination of energy management programs and activities.
- Conducting energy management seminars and workshops in all parts of the country.
- Explaining to industry the rules of the Emergency Petroleum Allocation Act effective December 27, 1973, and other government actions and regulations concerning energy.
- Explaining to government what is being done through associations to help solve the energy crisis.

To coordinate the efforts of the entire association community—and to work with government toward energy solutions—the American Society of Association Executives has formed a 32-member ASSOCIATION ENERGY ADVISORY COUNCIL.



AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

James P. Low, CAE, Executive Vice President

1101 16th Street, N.W., Washington, D.C. 20036

Speaking on behalf of 5,000 association and society executives who represent a combined total of 28 million Americans.

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International Travel

CARIBBEAN CARNIVAL

Beachcombing or nightclubbing—in Jamaica, Puerto Rico, and the Virgin Islands. I-1.

SOUTH AMERICAN SOJOURN

Brazil, Argentina, Columbia, Peru, Venezuela. Excitement and fire of the Latin is mixed with the serenity of the early Inca civilization ruins. I-2.

MEXICO

The charm of Taxco, the elegance of Acapulco, the cosmopolitan aura of Mexico City are close to home but worlds away in atmosphere. I-3.

CANADA

Rough it in the north woods or swing in the sophisticated atmosphere of our northern neighbor's larger cities. I-4.

AUSTRALIA- NEW ZEALAND- SOUTH PACIFIC

Australia, land of the koala bear, kangaroo, and boomerang. The unmatched beauty of New Zealand. Polynesian dances and water sports in Tahiti, Samoa, Bora Bora. I-5.

THE FAR EAST

Japan, Hong Kong, China Thailand, Korea. The Orient offers many possibilities and attractions, from Tokyo to Bangkok to Peking. I-6.

THE MIDDLE EAST

Israel, Egypt, Jordan, Lebanon, Iran. Cradle of civilization. Attractions from the Nile to the oil fields to the Israeli kibbutzim. I-7.

INDIA—PAKISTAN— BENGLA DESH

Explore the mysteries of the sub-continent. Everything from temples to elephants. I-8.

GREECE—GREEK ISLES —TURKEY

Here western civilization began. History abounds from Athens to Istanbul. Cruise the beautiful greek coastal islands. I-9.

EUROPEAN TOUR

Two weeks or more. A must for the first-time traveler to Europe. Highlights from London to Paris to the Rhineland or as you like it. I-10.

NIRA 1974 Travel Planning Guide

As an aid to travel club officers and recreation administrators, RM briefly outlines travel destinations and special interest trips. Indicate your interests on the reply card, tear it out, and mail it to us. RM will see that you receive further details. If you are interested in an area not profiled here, indicate that area in the space provided on the card.

FRANCE— SWITZERLAND

From Paris and all its glamor to Geneva and the Alps. I-11.

ITALY

Music and art lovers revel in cities like Milan and Florence, and everyone loves Rome. I-12.

GERMANY—AUSTRIA

From Berlin to Vienna, visitors will find an abundance of music, art and friendly hospitality. I-13.

NETHERLANDS— HOLLAND—BELGIUM— LUXEMBOURG

From land reclaimed from the sea to fine lace to one of the world's smallest countries, it's a trip you'll remember. I-14.

SCANDINAVIA

Norway, Sweden, Denmark, Oslo, Stockholm. Copenhagen, all the exciting northern cities. Good food, good scenery. I-15.

RUSSIA— EASTERN EUROPE

Beautiful scenery, a different culture and life style are waiting for you to explore in these far-away lands. I-16.

SPAIN—PORTUGAL

From warm, sunny beaches to the excitement of the bullfight, the price is right. I-17.

AFRICA

North Africa, Safari Country, South Africa, East or West. An immense country with many different cultures and ways of living. Lots to see in both scenery and wildlife. I-18.

BRITISH ISLES

England, Scotland, Ireland. Land of history and birthplace of our culture. No language barrier here, just lots of friendly people. I-19.

LONDON

See England's capital and most historic city. Sightsee or swing from Westminster Abbey to internationally known nightspots. I-20.



TRAVEL PLANNING GUIDE—'74

Yes, I am interested in those tips checked below.
Please send me complete information about them.

ITEM(S) _____
(specify by letter and number)

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone Number _____

Advertiser's Number _____

YANKEE COUNTRY

Maine, Massachusetts, Connecticut, Vermont, New Hampshire and Rhode Island provide historic shrines, year 'round sportsmen's paradise, unique side trips to Newport's stately mansions and authentic Americana for antique buffs. **D-1.**

NEW YORK— CITY AND STATE

Plays, restaurants, shops cultural sites, United Nations are a few of the city's attractions—but the Empire State has much else to offer, too, with Niagara Falls, the Catskills, West Point, many vineyards and wineries. **D-2.**

WASHINGTON, D.C.

Our capital city and its environs offer the excitement of government-in-action in Congress visitors' galleries and White House tour. Take thrilling side trips to Mount Vernon, the Naval Academy and Arlington. **D-3.**

OUR COLONIAL HERITAGE

Rich in history are Virginia, Delaware, Maryland and Pennsylvania. "Must" stops include restored village of Williamsburg, Yorktown, Gettysburg, Amish and Pennsylvania Dutch country, Independence Hall. **D-4.**

SOUTHERN HOSPITALITY

The best of the Old South lives on in Georgia, Mississippi, Alabama—plus new sea coast resorts on the Gulf coast shores for fun and games! **D-5.**

FLORIDA ESCAPE

Jet-away to sun and fun in the state with much to offer—beautiful beaches, exciting cities, historic sites, everything imaginable in outdoor recreation. Disneyworld. **D-6.**

MID-CONTINENT, U.S.A.

From the quiet beauty of a Minnesota lake, to the bustling excitement of the nation's Second City, to the thrill of following the Lincoln Heritage Trail—the central states offer a wide variety of entertainment to travelers. **D-7.**

ROCKY MOUNTAIN COUNTRY

Any season is the right one to visit Colorado, Idaho or Utah. Spectacular scenery, out-of-this-world skiing, trail-riding, shooting the rapids, keep visitors out-of-doors all year 'round. **D-8.**

A PLACE IN THE SUN

Arizona offers golf, swimming, the charm of Scottsdale, the grandeur of The Canyon and side trips to any of 19 Indian reservations. **D-9.**

WHERE THE ACTION IS!

In Nevada, of course—but there's more to it than the thrills of Las Vegas. Wise tourists also visit Hoover Dam, Lake Mead and Fire State Park. **D-10.**

CALIFORNIA—A COSTAL INTERLUDE

From the world's most perfect climate at San Diego, north through Disneyland, Knott's Berry Farm, Hollywood, San Simeon, Big Sur country, Monterey, to exotic San Francisco—no time to be bored on a trip like this! **D-11.**

THE 49TH STATE

Travel by ship or plane, but plan to spend part of next summer in Alaska in the heady atmosphere of America's last frontier. **D-12.**

"ALOHA"...

means hello or goodbye in Hawaii—and a lot of things in between. Visit one island or four major ones. Stopovers in San Francisco can be arranged also. **D-13.**

Special Interest Tours

Most companies have ready-made groups for which special trips, domestic or international, can be arranged. To receive information on travel for a special interest group, indicate which type trip you are interested in.

Theatre Dance Tour	S1
Art Festival Tour	S2
Holy Land Tour	S3
Photo Tour	S4
Hunting Tour	S5
Fishing Tours	S6
Safari	S7
Ski Tours	S8
Golf Tours	S9
Tennis Tours	S10

ADVERTISERS (XX)

For direct information on specific product or service indicate advertiser number on reader response card.

1. Air France
2. Air Jamaica
3. Beach Club
4. Cahner's Travel Group
5. Club Tours
6. Etsia
7. Guides
8. Hillerich & Bradsby
9. Holland American
10. Home Lines
11. Howmet Corporation
12. LisLind
13. Princess Martha
14. Spotts International
15. St. Pete Bayfront Center
16. Technicolor
17. WDI-Mundy

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Dept. EGT74

1974 NIRA ANNUAL MEETING

"EMPLOYEE RECREATION— MORE THAN A FRINGE BENEFIT"

National Conference And Exhibit

The 33rd National Industrial Recreation Association Conference and Exhibit will be held in the Southern part of the United States for the first time in the Association's 33-year history. The Conference Committee reports an all-out effort by the Southern Delegation to bring fourth the most outstanding Conference and Exhibit in NIRA's past. The Conference opening ceremony will kick off on Friday, May 17, 1974, at 6 p.m.

Program Content

The Conference Program will have an even balance of program and administrative topics with highlights of management inputs of Recreation and Employee services. Employee recreation is one of the fastest growing benefits for employees and employers. This conference will look at these benefits as more than a "fringe benefit".

Wives And Families

A special program is being coordinated for wives and families with the opening ceremony at Six Flags Over Georgia Park which will be a family night and will, for the first time, involve the entire family in the NIRA opening ceremony.

Post-Conference Tour

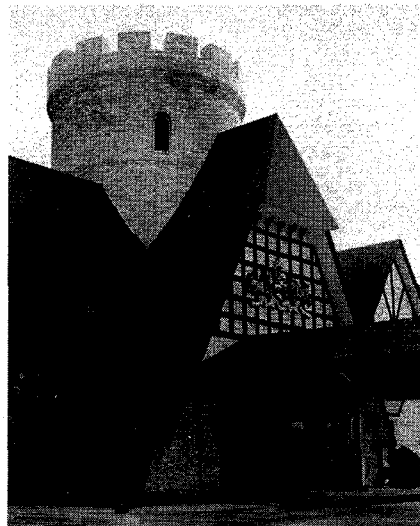
A special executive familiarization

tour is being planned for NIRA delegates and families at an extremely reasonable cost. Details of the tour will be published upon final negotiation.

PROGRAM

Friday May 17, 1974

- 8 AM Exhibitors begin set-up
- 11 AM Registration begins
- 12 PM Special
- 1 PM Committee Meetings
- 6 PM Official Conference Opening and address
Six-Flags Over Georgia
Family Night



You'll be treated like a "king or "queen" at the Royal Coach Motor Hotel in Atlanta "where out of the past comes a world of charm with all the luxuries of the present."

Saturday May 18, 1974

- 8 AM "Welcome You All" Regional Breakfast
- 9:30 AM Grand Opening of Exhibits
- 12 PM Management Luncheon "Employer of the Year Award"
- 2:30 PM Educational Sessions
- 5:30 PM Exhibit Hall opens

Sunday May 19, 1974

- 8 AM Breakfast
- 9 AM Annual Business Meeting & Election of Nat'l Officers
- 11 AM Lunch
- 2 PM Educational sessions
- 5 PM Exhibit Hall opens

Monday May 20, 1974

- 8 AM Breakfast
- 9:45 AM Grand Finale of Exhibits and Closing Luncheon
- 2:15 PM Educational session
- 6 PM Evening at underground Atlanta

Tuesday May 21, 1974

- 8 AM Breakfast
- 9:30 AM Educational session
- 12 PM Awards Luncheon
- 2:30 PM Educational session
- 7 PM President's Dinner Dance and closing dinner show

TRANSITION

APPOINTED AND PROMOTED:

Ronald M. Rapp has been named new Recreation Coordinator for Cummins Engine Company, Indiana, replacing **Steve Waltz** who was promoted to the post of Recreation Director.

Ron is a native of Columbus who was graduated from Indiana State University in 1969, where he obtained a B. S. degree in Recreation. He subsequently joined the U.S. Marine Corps in 1969, and received a commission from Officer Candidate School in Virginia. He left the Marines with the rank of First Lieutenant.

Prior to accepting his current post, he was Company Commander (Engineering Company) at Camp Lejonne, North Carolina.

Steve Waltz, who replaces Chuck Wilt as Recreation Director, holds a B. A. degree from Purdue University in Recreation Administration, and a master of science degree in physical education from the University of Washington. He joined Cummins Engine Co. as Assistant Recreation Director and worked his way up to his present position.

• • •

ELECTED: At a meeting of the newly elected Board of Scovill Employee Recreation Association, **Russ Gagne** of Attaching Machines was elected Board President.

James Spann, Chucking, was elected Vice President, and **Ruth Peterson** of the Employee Activities Office, was elected Secretary-Treasurer.

• • •

APPOINTED: **William K. Dunbar** of Evanston, Ill., has been named Director of Drake University's Olmsted Center, announced President of the University, Dr. Wilber C. Miller.

Since 1961, Dunbar served as Director of the Grover M. Hermann Hall, the university center at the Illinois Institute of Technology.

A graduate of William Jewel College, where he received a bachelor of science degree in business administration, Dunbar has been active in the Association of College Unions-International, recently completing a term as association representative for region eight. In addition, he holds membership in the National Industrial Recreation Assn.

• • •

APPOINTED: **Bert Knitter**, former Administrative Assistant at the National Industrial Recreation Association headquarters, was recently appointed Recreation Programmer of the State-U.S.I.A. Recreation Association, Inc. He holds a bachelor of arts degree in Recreation from Cortland University, New York.

• • •

RETIRED: The 1973 Miss Industrial Recreation, 24-year-old **Shirley Prince**, has become a Mrs. She was recently married and left

her position at Sea World. As a result, Shirley foregoes her title to the First Runner Up **Miss Kay Stephenson**, who was entered in the contest by Litton Systems, Inc., Guidance & Control Division. Kay is an executive secretary in business development for the firm.

Affable and attractive 30-year-old Kay is a sports enthusiast who prefers participating in sports rather than just being a spectator.

Kay will do the title justice for she is both bright and well-poised.

• • •

APPOINTED: Wyman L. Jacobs has been named Recreation Supervisor of the Employee Programs Department of Ford Motor Company.

He attended Dearborn Community College and Wayne State University where he majored in Physical Education.

After a two-year stint in the United States Army as a Recreation Specialist, he joined the ranks of Ford, where he has served 19 years in the Recreation Unit.

Recently, Wyman was elected President of the Detroit Industrial Recreation Council.

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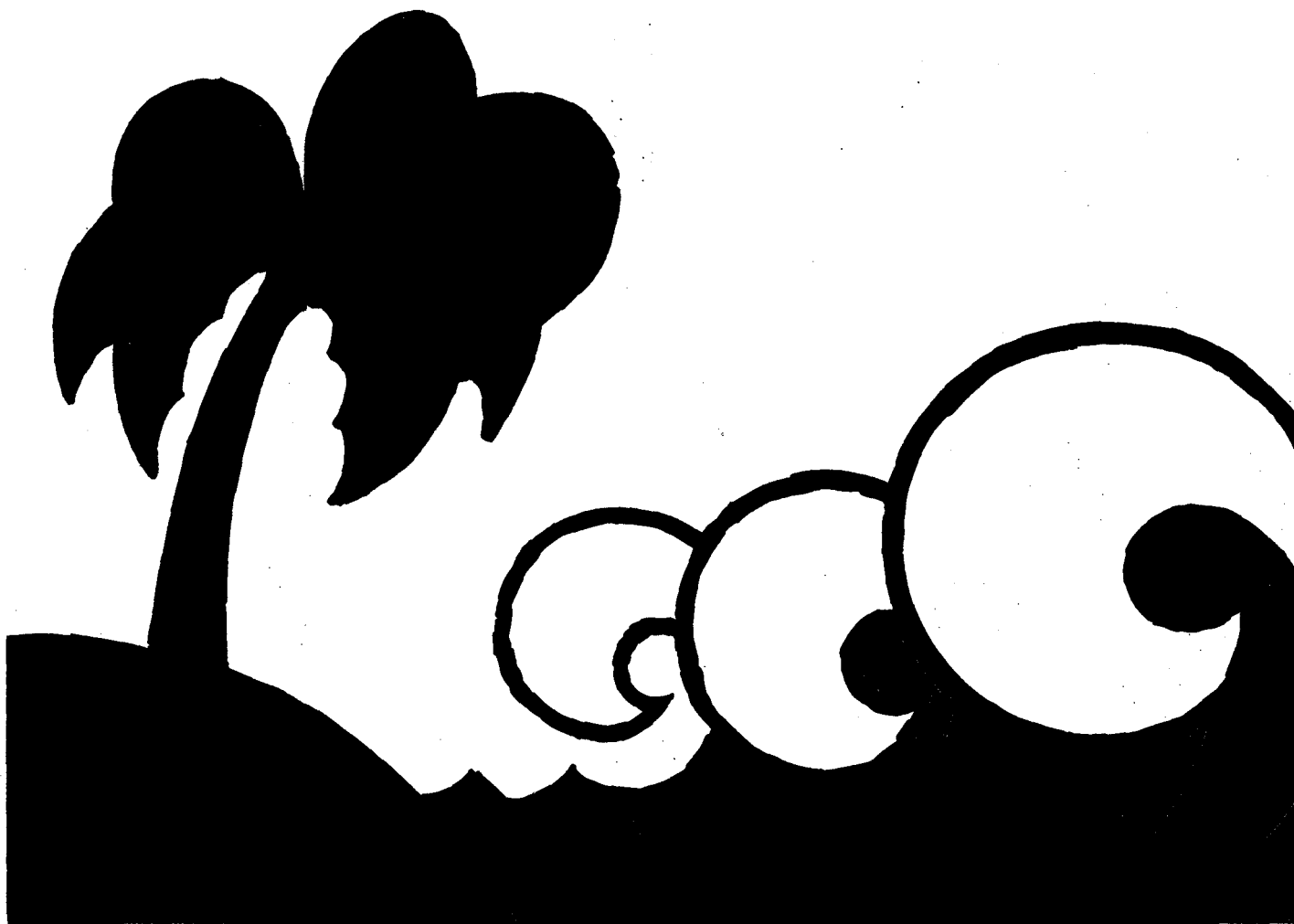
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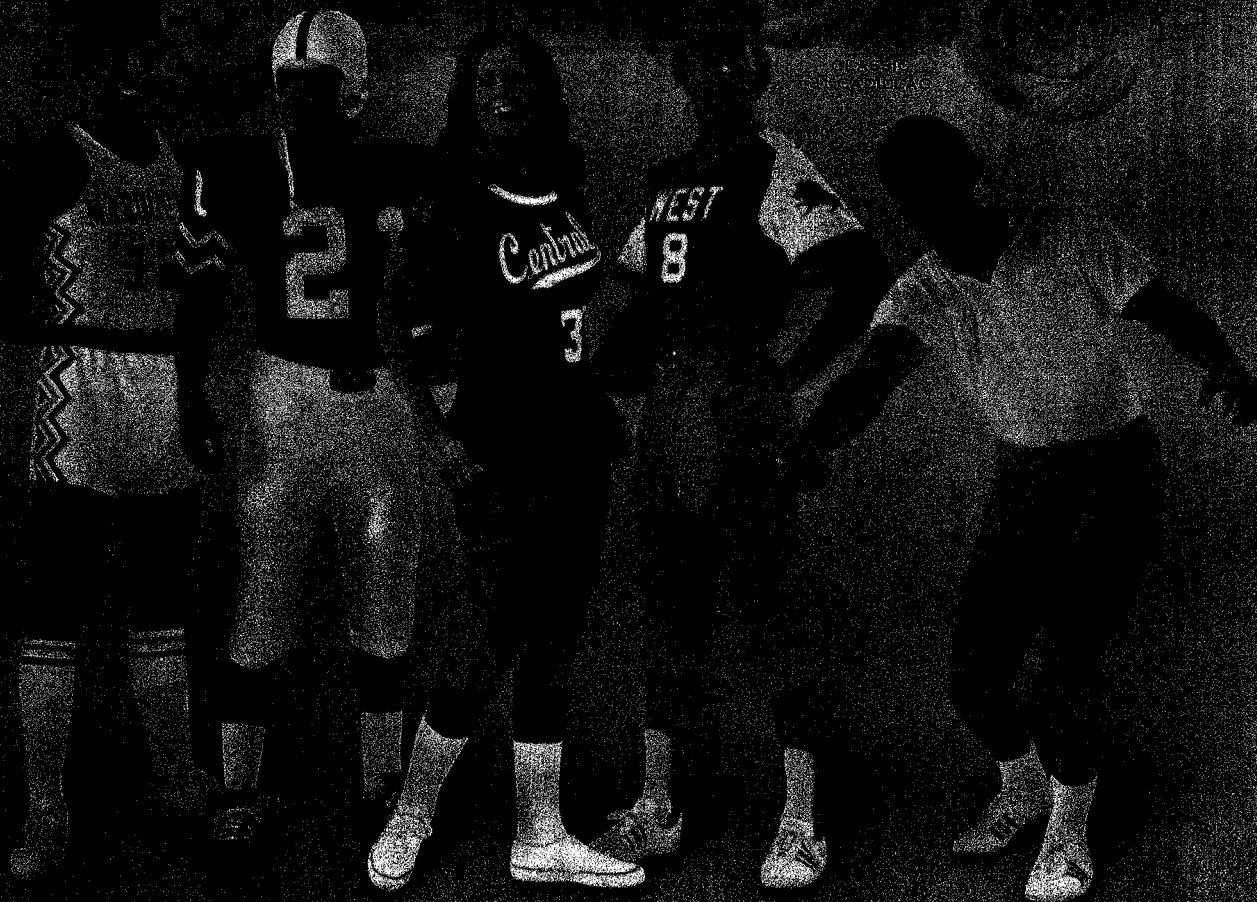
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recreation management

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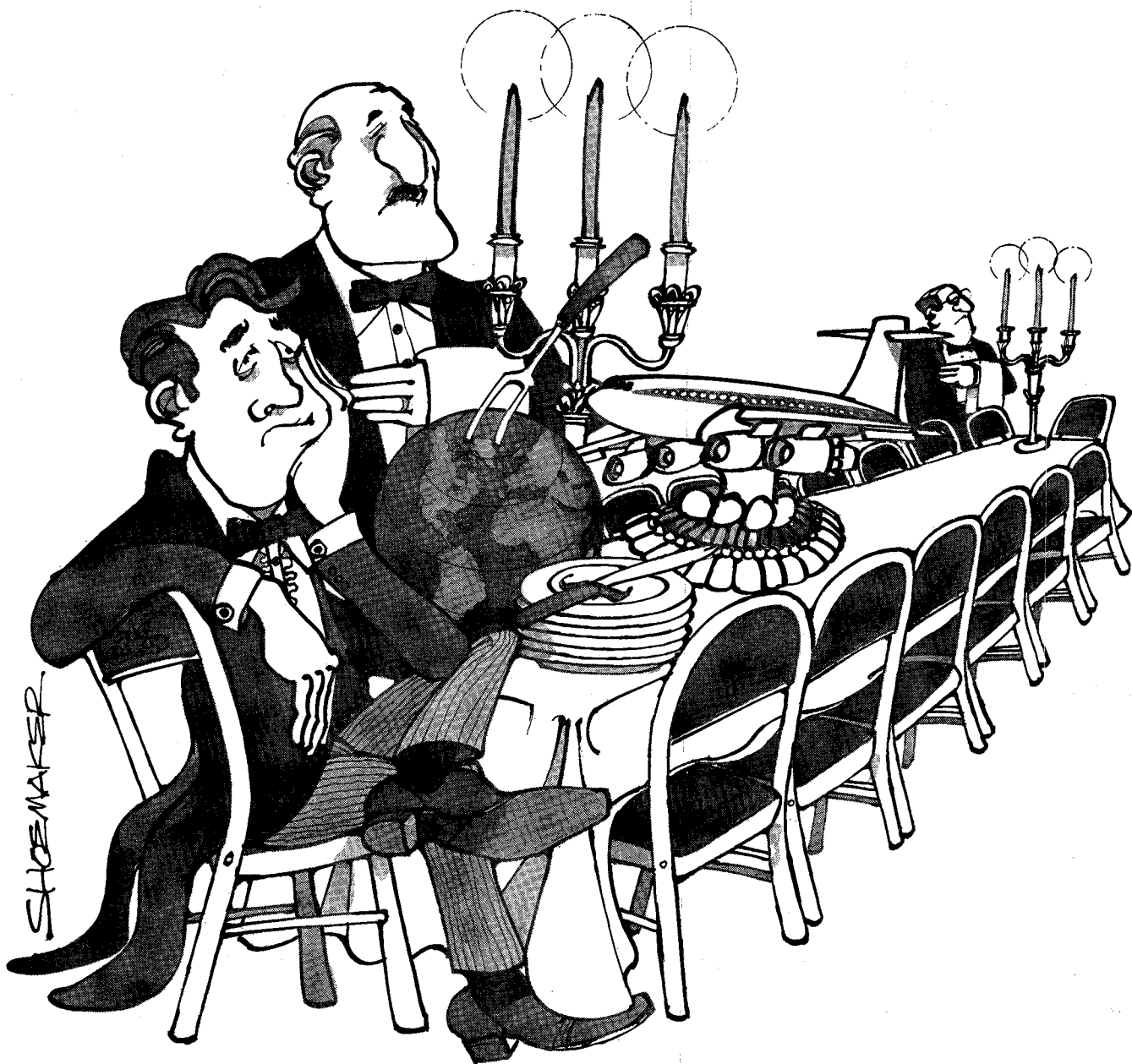
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It's Certainly Cricket to Play Cricket at Martin Marietta Alumina

For this month's cover, Jim McGee, who is Housing Manager and head of employee activities at Martin Marietta Alumina Co., St. Croix Virgin Islands, captured our rather "cricket" cover shot.



McGee

Cricket, McGee explains, is an outdoor game popular especially in Great Britain. It is comparable to the American baseball game and is played with bats, a ball and wickets by two teams of 11 players each.

The cover shot shows members of the Martin Marietta company

cricket team playing one of the favorite sports in their part of the world. Cricket players are: Kelvin George, a Process Operator; George St. Rose, Timekeeper; Joseph Doctrine, a Welder; Kelvin Halls, an Accounting Clerk, and Oscar Carmichael, Chief of Security.

Cricket is played at Martin Marietta as an intramural sport and the company team is the current champion of the St. Croix Cricket League. All company employees at all levels participate in this sport, as well as many others offered at Martin Marietta.



I. N. Palley

He states that since purchase of the

I. Nevin Palley, President, told your RM editor that he participates in many of the company's activities. Here Palley is pictured with his new road motorcycle.

Continued on page 29

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nira news

'74 pistol and rifle matches are under way

"Partners in Progress" in 1974 are NIRA and the National Rifle Association who are co-sponsoring once again the NIRA-NRA Postal Rifle and Pistol Matches and Air Rifle and Pistol Tournaments.

The match is a means of offering an interesting recreational activity to industrial employees. The matches close on April 30 which means entries should be sent to the NRA, 1600 Rhode Island Ave., N.W., Washington, D.C., 20036, no later than this date.

Mrs. Tracy Piper of the Olin Corporation, Alton, Ill., is Tournament Chairman representing NIRA, and **John J. Grubar** is National Competitions Coordinator of the event representing NRA.



Grubar

Piper

Michigan Seamless life membership in health club is employee benefit

A corporate life membership in a health club as part of the firm's salaried employees' benefit plan? This is exactly what Fred J. Gazaley, corporate compensation manager of Michigan Seamless Tube Co., hit upon one day while relaxing in a whirlpool bath at an area health club.

After convincing the health club

to participate in the plan at group rates, Michigan Seamless drafted this plan. It pays the yearly advance membership fee for each employee who wishes to participate monthly. Under a payroll deduction, the employee pays back his yearly fee at no interest rate. These advance payments amount to a substantial cash layout by the company.

Members 18 years and older, of the salaried employee's immediate family, may also use the health club's facilities.

Before signing up for the health club program, employees are issued onetime passes to see for themselves whether or not the program is suited to their needs.

A company's course . . . golf course, that is, with some tennis added

Do companies that play together stay together?

According to a *Golf Digest* magazine article (March issue) this could become the motto of some of America's most dynamic corporations. For those corporations with golf facilities, the article notes, "have built their own recreation complexes with golf as the most popular focal point of employees' off-hours."

The story cites Du Pont's 18-hole golf courses among its other leisure-time facilities for its Wilmington, Del., area workers.

The magazine surveyed 140 companies of varying sizes who are members of NIRA to do the story. The editors of the magazine worked hand-in-hand with NIRA to gather the information.

Of the 140 companies surveyed, the article notes, 101 have a golfing activity for their employees. Twenty-one, it was revealed, own

golf facilities, including eight championship courses.

Other companies surveyed, in addition to Du Pont, were Phillips Petroleum in Bartlesville, Okla., which maintains a wide range of facilities; Oneida Ltd. of Oneida, N.Y., which constructed the first corporate golf course; Minnesota Mining and Manufacturing, the 3M Company, Monsanto and Firestone—all of which own some type of golfing facility.

Some of the larger companies, which are so big and have too many employees to even attempt building enough facilities to take care of workers' leisure hours, such as Ford, Chrysler and General Motors, settle for helping sponsor golf leagues for their industrial thousands.

The story continues by pointing out that unless a company wants to build a "super top-of the line course," the job can usually be done for around \$300,000.

Tennis Anyone?

In an article in *Tennis Magazine*, *Golf Digest's* sister magazine for tennis buffs, staff members surveyed the same 140 representatives of U.S. corporations, all of which where NIRA members. It was discovered that only 19 of the companies surveyed offer tennis courts for their employees' use. Yet, states the article, NIRA calculates some 50,000 private American companies invest more than \$3 billion a year in industrial recreation programs.

The article points out that unless a company wants to build a super deluxe set of tennis courts and a clubhouse you can generally get an outdoor court built and fully equipped for around \$15,000, depending on the area of the country and the type of surface you desire.

Dick Wilsman recipient of recognition award

A special recognition award was given to **Richard H. Wilsman**, Recreation Manager, S.C. Johnson & Son, Inc., during the Profit Sharing Program in Racine, Wisc., in "appreciation of his outstanding and dedicated management of The Johnson Mutual Benefit Association Recreation programs."

The walnut plaque was presented on behalf of the members of JMBA by **E. Michael Coyle**, JMBA President.

Coyle said, "Since Dick took over the management of our recreation program in 1967, it has grown almost two-fold in total members served. Under his professional guidance, new programs have been introduced with regularity. For example, our clubs and cultural activities have increased five-fold, lessons in tennis, golf and skiing have been added, and retiree programs have been implemented. But perhaps the best measurement of Dick's contribution came from the individual JMBA member. In

our company's last opinion survey, 92 percent of you commented favorably regarding our recreation program—this was the highest degree of satisfaction expressed on the survey."

Former NIRA Vice President honored

Charles Bloedorn, Goodyear Recreation Director, representing NIRA, honored **Earl Schreiber** for his service as a former Vice President and member of NIRA. But Bloedorn was only one of 400 who packed the Canton, Ohio, restaurant where an event was held to honor Schreiber.

Who is Earl Schreiber and why were they saying all those good things about him? He is Recreation Director of the Timken Company and has been since 1948.

But this is just one of the many accomplishments in his life. And for his many activities, he was honored for bringing credit and honor to his family, his company, his community and to himself in his many endeavors.

Aside from his NIRA activities,

he is Chairman of the Board of the Professional Football Hall of Fame, Canton; is a member of the Business and Industry Committee of the President's Council on Physical Fitness and Sports; a member of the International Advisory Committee of Little League Baseball; a member of the Board of the Catholic Youth Council; former President of the Eastern Ohio Officials Association (football and basketball), and former member of the Board of the City Recreation Department.

Miller High Life offers sports films free

The Miller High Life Company sent out a flyer advertising that it offers free sports films as entertainment for all groups. All films are 16 mm sound and are 30 minutes long.

To order films write: Film Section, Public Relations Department, Miller Brewing Co., 4000 West Tate St., Milwaukee, Wisc. 53208. Films should be ordered four weeks in advance of showing date.

1973 Women's Division Mail-O-Graphic Winners



Winners of the 1973 NIRA Mail-O-Graphic Bowling Tournament, Women's Division are (from left) Connie Grossa, Mona Leaman, Sue Sapp, Diana Evans and Phyllis Murison. The team won a \$100 prize and each of the women received an individual trophy. Companies may begin to file to enter the 1974

Tournament. Dates to enroll will be from March 1 to May 1. You must file one week before your team participates. All scores must be into NIRA headquarters no later than May 4, reports Paddy Luedke, Tournament Coordinator. Prizes will be awarded at the NIRA convention in Atlanta.

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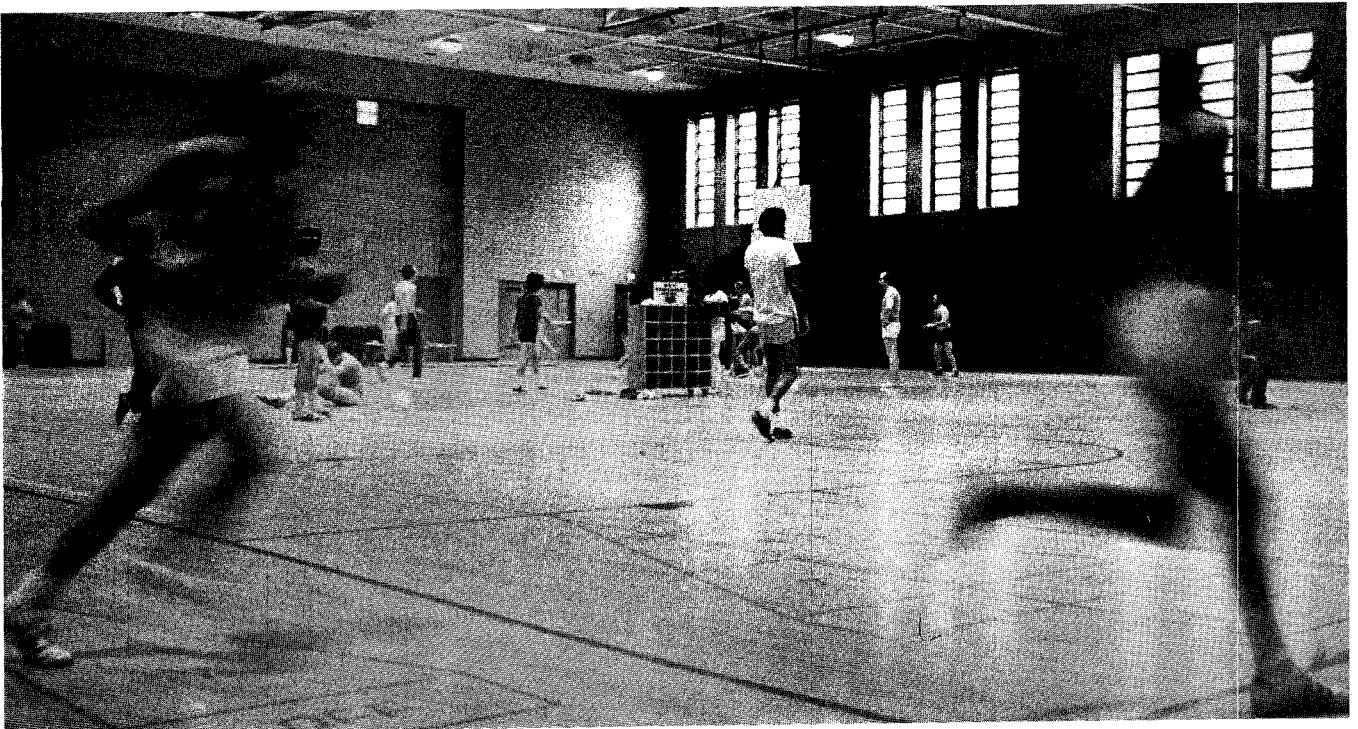
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company profile

Employee involvement, management support, keys to success at Kodak Park Athletic Association



Seen jogging or playing basketball during their leisure hours are active KPAA members who use the company's 105-by-125 foot gymnasium.



Enjoying the 17-table billiard room in the recreation building are Kodak Park Athletic Association members.

A little more than a year ago, two members of Eastman Kodak Company's Kodak Park Athletic Association (KPAA) approached the group's executive secretary, Kirk T. Compton, to ask if the association could add indoor archery to its list of activities.

"Show there's an interest in such a group and a willingness to manage it," Compton said, "and there's a good chance we can begin a program."

The two men rounded-up fellow enthusiasts. An organization meeting was arranged by the KPAA and officers were elected. Following a formal review, KPAA approved the application, and today indoor archery is one of the association's fastest growing activities, with more than 100 archers meeting twice a week.

Compton singles this program out to illustrate the commitment to employee involvement sought by KPAA in its programs. "We want KPAA to be truly employee-oriented," Compton says. "We don't see our role as dreaming up activities for Kodak people to participate in, but as providing the counsel and services they'll need to develop and run their own activities. Employee involvement is the linchpin of the KPAA operation."

It's this commitment to service, adds Compton, that makes an employee recreation program successful, regardless of the scope of activities. "People's leisure times are their own, and a recreation program should allow them to structure that time to their liking," he says. "That's why at KPAA the members have the say in programming. The recreation staff exists solely to serve them."

The service Compton emphasizes is provided by the eight-member KPAA staff, which is part of Kodak Park's employee activities department under director C. James Moyer. In addition to its KPAA program, the employee activities department's variety of operations includes the suggestion program at Kodak Park; a 24,000-member Camera Club; an employee photo sales store, and a non-employee activity, tours of the 1,900-acre Kodak Park Division, the company's largest manufacturing complex, where photographic films, papers, and chemicals are made in Rochester, N.Y. The department also includes a coordinator to handle such activities as blood drives and Community Chest campaigns.

Compton is no recreation czar, plotting the future of KPAA, orig-

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(415) 433-5424

Dallas
(214) 651-1411

Vancouver
(604) 687-6601

Kodak Park Athletic Association . . .

inating programs, approving budgets. Instead, the planning and development of KPAA falls to a 24-member board of governors, made up of Compton and elected KPAA members. This group is the guiding hand behind KPAA, overseeing and evaluating existing programs, judging the merits of proposed programs, and allocating funds.

"This is the group that really makes KPAA work," Compton says. "These people are hard-working, dedicated, imaginative, concerned. What the program is from year-to-year is a reflection of their efforts."

This sort of member participation also is evident within the KPAA's component clubs and groups. For example, the 2,300-member Rod and Gun Club, one of the largest clubs within KPAA, is in turn separated into various divisions, including hunting, fishing, pistol, skeet and trap shooting and archery. The activities of these individual groups are monitored by the 16-member governing board of the Rod and Gun Club, which pro-

vides guidance to those under it similar to that provided to the overall organization by the KPAA board of governors.

"These groups succeed because their members make them succeed," Compton says, stressing that membership in KPAA offers an excellent lesson in participatory democracy.

With members assuming much of the responsibility for the success of their own programs, it remains for Compton and his KPAA staff to supply counseling, budgeting help, administrative services and occasional dollops of encouragement, both to the board of governors and to the various clubs and activities. The staff also helps to evaluate outside instructors who teach KPAA classes and to publicize KPAA events.

Each of the employee activities department's numerous operations has been popular with Kodak men and women and, as a consequence, successful. The KPAA founded in 1910 to provide softball for male employees, has grown

over the years to a membership of more than 26,500 men and women—about 95 percent of the active work force at Kodak Park. In addition, the KPAA operates a Retirees' Club of 6,500 members and offers programs for families of members, including a summer softball league that last summer attracted 2,200 boys between ages 11 and 15. Kodak people pay a membership fee of \$1 a year—the same as it was in 1910—which allows them to participate in all association events. This money is supplemented by Kodak.

The emphasis on self-development through leisure time is a legacy of company founder George Eastman, who wrote: "What we do in our working hours determines what we have in this world. What we do in our leisure hours determines what we are."

KPAA members can revitalize themselves through participation in more than 70 athletic, social, cultural and educational activities, from archery to women's fashion shows, bocci to karate. "We truly have something for everyone," Compton says. In addition to pro-

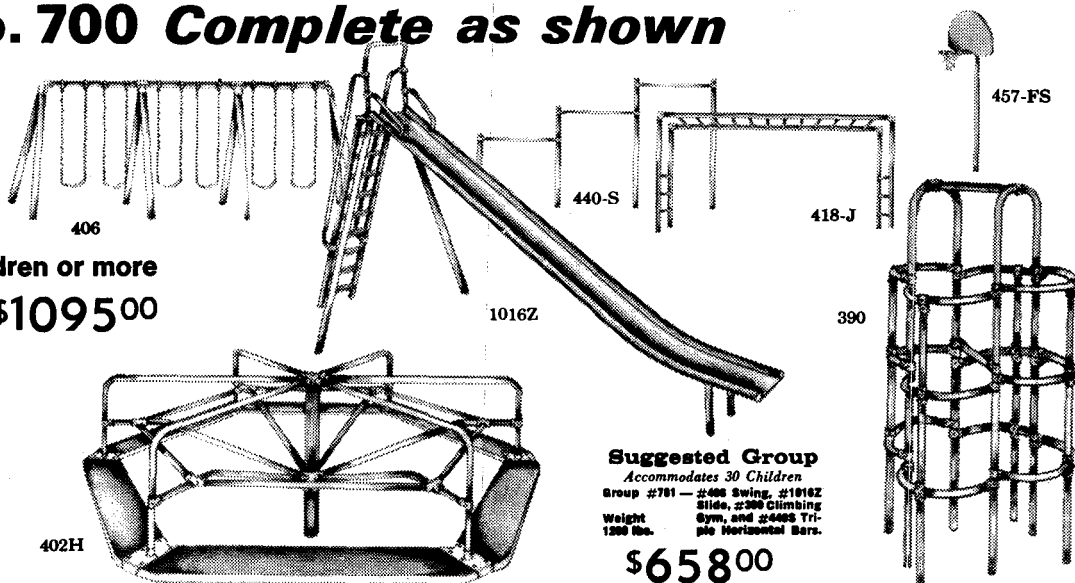
GROUP No. 700 Complete as shown

Accommodates 75 children or more

Weight 2045 lbs.

F.O.B. Anderson, Indiana

\$1095⁰⁰

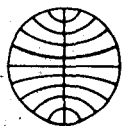


Suggested Group

Accommodates 30 Children
Group #781 — #406 Swing, #1016Z
Slide, #390 Climbing
Gym, and #402H Tri-
ple Horizontal Bars.
Weight
1200 lbs.

\$658⁰⁰

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About your trip

Travel Shopping? You've come to the right place. The pages in this brochure will say much about the many things you will see in Spain, and Portugal or Morocco.

Historic places dating back to the Romans. Art treasures in the museums, the multi-colored variety in architecture and countryside. Villages where daily life still revolves around the central squares and open air markets. As great as it sounds, that part of your trip is free. So what do you really pay for in a tour? Basically two things. A round trip trans-atlantic flight and hotel accommodations.

First the airline. On these tours you'll fly specially arranged Pan Am 747's and Pan Am is the world's most experienced airline.

Now about hotels. In other travel brochures you'll sometimes read glittering adjectives and superlatives which supposedly describe what you'll get. What they don't tell you is that Spain and Portugal have strict government hotel standards with Government rating measured in stars (★). The more stars a hotel has, the better it is. Simple. Five stars (★★★★★), is the best and translates as Deluxe. Four stars (★★★★), qualifies as Superior First Class. Three stars (★★★), equals First Class, and so on down to one (★). The more stars you see, the more comfort, services, conveniences, and satisfaction you can expect. The tours shown for your consideration in this brochure offer only four (★★★★) and five (★★★★★) star hotels. Everywhere. Every night. For everyone. You pick the stars to fit your wish and budget.

Hotels:

Listed first are comfort features that all our selected hotels provide. Then the extra features.

All Rooms Have:

- Private bath or shower or both
- Radio or piped in music
- Air conditioning
- Telephone

At Your Service Are:

- Sauna baths
- Restaurants and snack bars
- Hairdresser and Barbershops
- Bars
- Shopping boutiques
- Garage or parking facilities

Your Hotels Include:

All of the above, plus these extra features.

In Madrid

Florida Norte★★★★ (Superior First Class)
TV in rooms, cafeteria.

Hotel Eurobuilding★★★★ (Deluxe)

Balcony and TV with each room, swimming pools, gymnasium, massage room, electric golf, numerous bars, restaurants and shops.

In Lisbon

Holiday Inn Estoril★★★★ (Superior First Class)

Balcony and TV with every room, indoor and outdoor swimming pools, gymnasium, massage room, tennis and nearby golf.

Praia-Mar-Estoril★★★★ (Superior First Class)

Located only 100 yards from the beach. Pool, TV room, balconies.

Sheraton★★★★ (Deluxe)

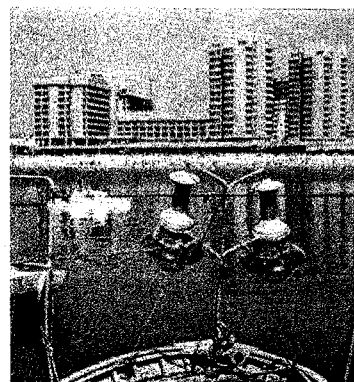
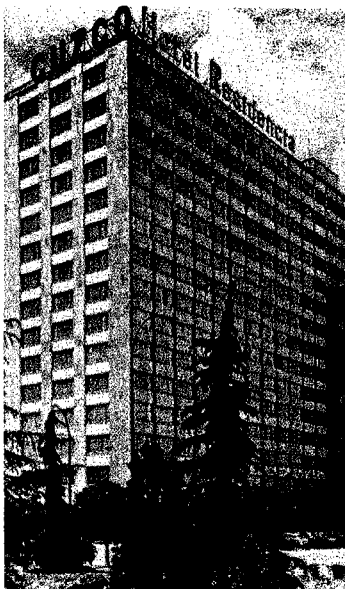
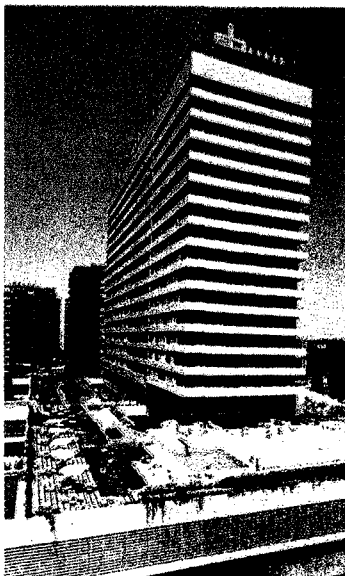
Swimming pool and solarium, optional TV, several bars and restaurants, gymnasium, and massage room.

In Fuengirola (Costa del Sol)

Las Palmeras★★★★ (Superior First Class)

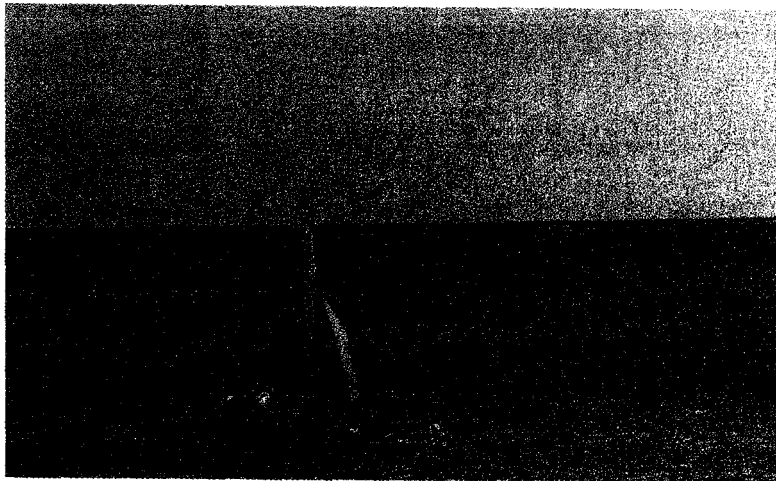
All rooms have balconies and refrigerated mini-bar, swimming pools, tennis, nightclub, nearby golf, beachfront location.

If you're trying to make comparisons between the value contained in our tours and anyone else's, be sure to watch the stars. If the cloudy wording hides them from view, just give us or your travel agent a call and ask for the rating. Or check them out with the Spanish or Portuguese Tourist Board. Remember, it's in the stars.



- Round-trip transatlantic flights via Pan Am 747's
- All hotel accommodations with private bath
- 66 pound "First Class" baggage allowance
- Breakfast daily
- All meals en route to each city
- Sightseeing in every city with professional guides
- Escorted deluxe motorcoach land transportation
- Hospitality desk at all hotels to assist you
- All transfers between airports and hotels
- Luggage handling at airports and hotels
- U.S. transportation tax, all hotel taxes and tips, service charges and airport taxes abroad
- Complete vacation planning and assistance

Look how much is included



What makes our vacations special?

You will discover quickly that to truly enjoy a vacation, you need some things organized in advance, but not all of them. You'll find that each tour provides just the right amount of sightseeing and free time. So, whether your interest is history, art, music, or just taking off to see what each new day brings to view, you'll have a chance to do what you like. If you need some help, our hospitality desk at each hotel is ready to assist you with your schedule. Remember, you're on a vacation not a marathon.

Berian Capitals

From **\$499**

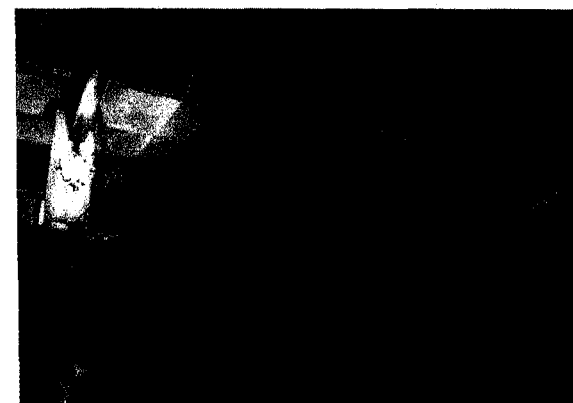
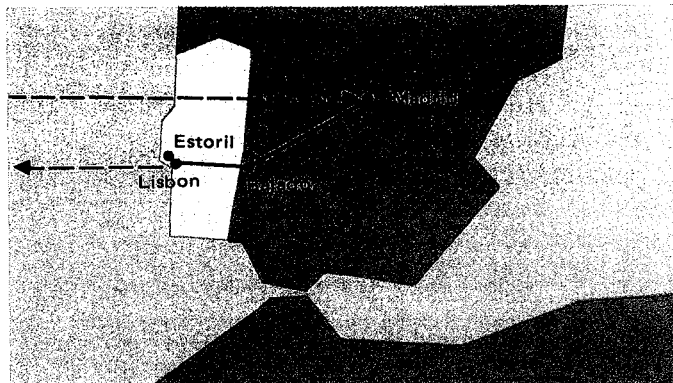
**Six nights Madrid • One night Badajoz
Six nights Lisbon (Estoril)**

Departure Dates to Madrid from New York

Return Dates from Lisbon

Tour No.

IB-1627	June 27	July 11
IB-2703	July 03	July 17
IB-3711	July 11	July 25
IB-4717	July 17	July 31
IB-5725	July 25	Aug 08
IB-6731	July 31	Aug 14
IB-7808	Aug 08	Aug 22
IB-8814	Aug 14	Aug 28
IB-9822	Aug 22	Sept 05
IB-0828	Aug 28	Sept 11



Itinerary:

Day 1: Depart USA via Pan Am 747. Meals and beverages served aloft.

Day 2: Madrid. Your hosts will meet you at the airport. Motor coaches will transfer you to your hotel. Your baggage will be taken directly from the airport to your room. You'll meet your host staff and then have a chance to ready yourself to explore Spain. Ready to swing? Madrid by night awaits you.

Day 3: Madrid. A comprehensive panoramic tour of the city to see where everything is. From Espana Square and the Cervantes Memorial to Orient Square, admire the magnificent buildings of the Royal Palace and Concert Hall. See the splendor of old and new Madrid, via wide avenues and narrow streets. The afternoon is free to shop, to explore, to start your new slide collection.

Day 4-7: Madrid. Without having to pack and unpack you can take in Madrid, Toledo or Escorial via optional tours. Perhaps with those new friends you got to know on the flight coming over. Discover culinary delights in little out of the way restaurants. By now, you are an expert in Spanish history, art, and music.

Day 8: Via Talavera to Badajoz. Take in the passing scene from your deluxe motorcoach. You'll stop in Oropesa, at the typical Panador for a multi-course Spanish lunch with wine. Then continue on to Badajoz through the Sierra de Guadalupe and picturesque mountain villages. After your arrival at the four star Gran Hotel Zurbaran, you will have

dinner, discuss what you've already seen and enjoy the night in this quaint Spanish border town.

Day 9: Via Elvas and Estremoz to Lisbon. Your panoramic tour continues as you enter Portugal. More than anything, you are impressed that neon lights and high rise buildings have yet to overcome this land which traces its origins back to the Roman and Moorish conquerors. You'll arrive in Lisbon in time for lunch.

Day 10: Lisbon. A morning tour whets your explorer appetite. The old Alfama Quarters, St. George's Castle, the bull fight ring, Salazar Bridge (the Golden Gate of Europe), Gulbenkian Museum. All seen as your motor coach winds through the streets and avenues of this beautiful city.

Day 11-14: Lisbon. You will discover the beautiful mix of modern day living, nightclubs, Casinos and ancient charm, the fishing villages like Cascais. By now "your" group is comparing experiences and recommending places to see the next day. Again, the options by car or by tour are yours. And, your hotel accommodations give you the comfort and convenience for a real vacation.

Day 15: Lisbon-New York. Homeward bound with gifts for friends, stories to tell about all you've seen, a chance to say "so long" to all the nice people who have shared a vacation with you. And, for months to come you have a new experience to share with friends, neighbors and relatives.

Select the total stars for your hotels in Madrid and Lisbon to match the degree of comfort and convenience you want in your vacation.

Eight Star \$499 Nine Star \$549 Ten Star \$629

Madrid Florida Norte Eurobuilding Eurobuilding
Lisbon Praia-Mar-Estoril Praia-Mar-Estoril Sheraton

Prices based on double occupancy. Single supplement \$100.
Triple deduct 5% from tour price per person.

Andalucian Adventure

From **\$549**

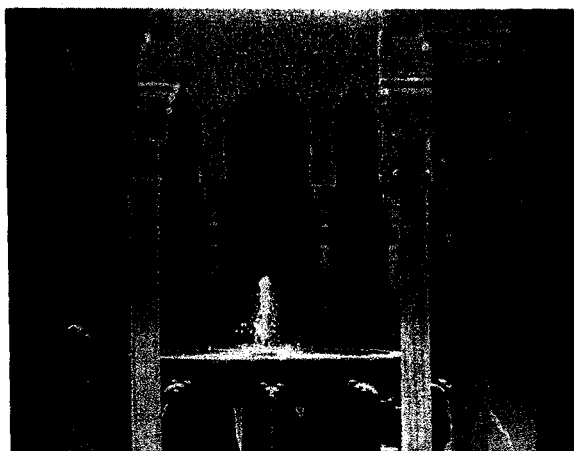
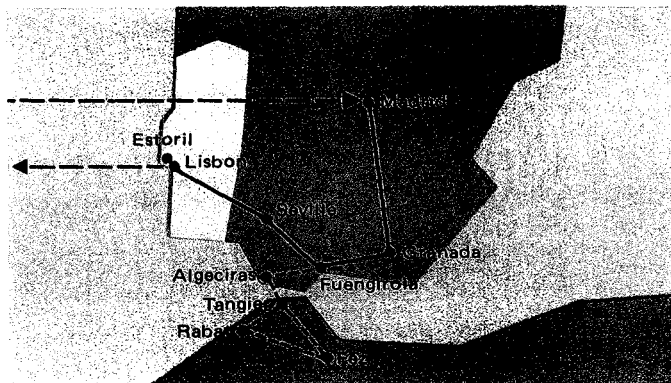
Three nights Madrid • One night Granada • Six nights Fuengirola • One night Seville • Three nights Lisbon

Departure Dates to Madrid from New York

Return Dates from Lisbon

Tour No.

AS-1627	June 27	July 11
AS-2703	July 03	July 17
AS-3711	July 11	July 25
AS-4717	July 17	July 31
AS-5725	July 25	Aug 08
AS-6731	July 31	Aug 14
AS-7808	Aug 08	Aug 22
AS-8814	Aug 14	Aug 28
AS-9822	Aug 22	Sept 05
AS-0828	Aug 28	Sept 11



Select the total stars for your hotels in Madrid and Lisbon to match the degree of comfort and convenience you want in your vacation. For those who want the ultimate, select the "VIP." This requires a party of four: two couples, a family or just four special people who want a luxurious vacation. A suite in Madrid. A private penthouse with private swimming pool, two bedrooms with private bath, living-dining area and sundeck at the Las Palmeras, your hotel in the Costa del Sol.

	Eight Star \$549	Nine Star \$569	Ten Star / VIP \$599 / \$699
Madrid	Florida Norte	Eurobuilding	Eurobuilding
Fuengirola	Las Palmeras	Las Palmeras	Las Palmeras
Lisbon	Holiday Inn (Estoril)	Holiday Inn (Estoril)	Sheraton

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Day 4: Madrid. Today you will be on your own in Madrid free to see the places high on your list. If it is Thursday or Sunday you can take in a bullfight. Any evening a Flamenco show.

Day 5: Madrid-Granada, via the picturesque countryside roamed by Don Quixote, The Man of La Mancha. Windmills are part of the passing scene on the Plains of Spain. Lunch is served en route and in the afternoon on to Granada, set against the snow capped Sierra Nevadas. You'll stay at the Melia Granada or Alhambra Palace... both four stars, of course. A delightful dinner is included. Your evening is free to explore the city charm.

Day 6: Granada-Fuengirola. In the morning a visit to the world famous Alhambra. After lunch a panoramic tour of Granada then on to Malaga and Fuengirola, The Riviera of Spain.

Day 7: Fuengirola. A morning tour of the Sun Coast and the Andalucian countryside, fruit capital of Spain. Small villages and market places provide

opportunities for slides and movies. The beaches stretch for miles.

Day 8-11: Fuengirola. Having satisfied most of your historical and cultural interests, it is time to relax. You're on vacation. Your hotel is your private resort. Enjoy it. Spend some time just sunbathing on your terrace or poolside. Rent a car for a day or two. Savor Spain's natural and man-made beauty at your own pace, in your own way. This is your Andalucian Adventure.

Day 12: Fuengirola-Seville. A drive along the coast to Malaga then beautiful views through olive and orange groves. After lunch you'll reach Seville. Tonight you'll have dinner at your hotel, either the Macarena or Don Paco.

Day 13: Seville-Lisbon. After a drive through Seville for a glimpse of the wrought iron grills, courtyards, and picture-postcard scenes, you enter Portugal where the moorish influence can be seen everywhere. A stop for lunch and then on to Lisbon. Tonight the choice is yours. The casino in Estoril, or a quiet night out for a traditional sardine roast in one of the fishing villages nearby.

Day 14: Lisbon. A morning city tour whets your explorer's appetite. The old Alfama Quarters, St. George's Castle, the bull fight ring, Salazar Bridge, (the Golden Gate of Europe), Gulbenkian Museum. All seen as your motor coach winds through the streets and avenues of Lisbon. This is the last night of your Andalucian adventure. Your choice of an optional nightclub tour, or perhaps a sumptuous farewell dinner with friends.

Day 15: Lisbon-New York. Homeward bound with gifts for friends, stories to tell, a chance to say "so long" to all the nice people who have shared a vacation with you. And, for months to come new experiences to share with friends, neighbors and relatives.

Optional 5 day/4 night

Morocco Adventure \$120



Optional 5 day/4 night

Morocco Adventure \$120

Available with Andalucian Adventure only.

- Deluxe motor coach from Costa del Sol to Fez Rabat Tangiers
- Two nights Fez Hotel Les Merinedes (★★★★)
- One night Rabat at the Rabat Hilton (★★★★)
- One night Tangiers hotel El Minzah (★★★★)
- Breakfast, lunch and dinner daily
- Sightseeing in Fez, Rabat and Tangiers
- Fully escorted

(In lieu of Days 8 to 11 in Fuengirola)

Day 1: Fuengirola-Fez. Motorcoach along the coast road to Algeciras where you'll board a ferry boat. A fantastic view of the Rock of Gibraltar as you leave the harbor. After lunch on board the coast line of North Africa is in view. Arrive in Tangiers, then motorcoach to Fez seeing authentic Berber villages along the way. Dinner at your hotel this evening.

Day 2: Fez. A full day tour of Fez, religious and cultural center of Morocco. Lunch at the Palais de Fez the most typical restaurant in Town. Shop in the Casbah, visit the Royal Palace and the Mosque. By night you'll hear the exotic sounds of Morocco and enjoy dinner at your hotel.

Day 3: Fez via Meknes to Rabat. More of the Moroccan countryside and then the arched gates and ruins of the imperial city of Meknes. Then to Rabat the capital of Morocco beside the Atlantic where ancient and modern Morocco meet. Lunch is served enroute with dinner at your hotel.

Day 4: Rabat-Tangiers. A drive along the fertile coast through picturesque villages and the walled cities of Kenitra and Larache to Tangiers, your last chance to haggle in the Casbah. See the bright colors of the Grand Socco. Lunch enroute, dinner at your hotel this evening.

Day 5: Tangiers-Seville. Board the ferry for your last spectacular view of the harbor. Deluxe motorcoaches take you from Algeciras through olive and orange groves to Seville where you arrive in time for lunch. Continue your Andalucian adventure with a city tour of Seville.

Looking for vacation enjoyment?



Rent-a-Car.

Getting around and seeing things are probably the most important ingredients. Sightseeing, via an organized motor coach tour will give you a sampling of the highlights and some visits to "must see" attractions. A car will allow you to drive through the narrow streets and quaint villages which are difficult to visit by bus. More than anything, a car gives you an opportunity for independence and adventure. Sleep late in the mornings, stop anywhere, anytime, for a photo or a snack. See things that are off the beaten path. So, what if you get lost once in a while? Columbus wasn't looking for America when he discovered it. Discover the land that launched Columbus just by seeing where a road might lead you.

Driving in Spain and Portugal isn't any different than driving at home. The same familiar Texaco, Shell and Mobil signs are everywhere. And gasoline is available. The road signs are easy to understand. The steering wheel location and driving side of the road are the same as here. No special licenses are required, just the one you have now. Part of the fun in your vacation will come from once again driving a car. The stylish little sedans will give you a sports car feeling compared to the supersized, super-powered machines at home.

Pan Am, the same big, experienced airline that flies you across the Atlantic will also supply you with a rental car to get around in on the ground. They'll give you maps, directions, and even a few helpful words in Spanish or Portuguese. Complete your vacation. Do it, with Pan Am's World Rent-a-Car.

Unlimited Mileage Rates (not including fuel)

Group	Car	No. of Seats	Three Days Unlimited Mileage	Six Days Unlimited Mileage
Spain (in pesetas*pts.)				
A	Seat 850	¾	pts.3150=\$55.26	pts.5400=\$ 94.73
B	Seat 127	4	pts.3500=\$61.40	pts.6000=\$105.26
C	Seat 124	4	pts.3940=\$69.12	pts.6750=\$118.42
D	Seat 1430	5	pts.4375=\$76.25	pts.7500=\$131.57

Portugal (in escudos**esc.)

A	Fiat 127	¾	esc. 960=\$38.40	esc.1920=\$ 76.80
B	Fiat 128	4	esc.1200=\$48.00	esc.2400=\$ 96.00
C	Cortina 1300	¾	esc.1410=\$56.40	esc.2820=\$112.80
D	Ford Taunus	5	esc.1740=\$69.60	esc.3480=\$139.20

*Dollar prices based on conversion rate of 57 pesetas to the Dollar and do not include Spanish tax of 2.7%.

**Dollar prices based on conversion rate of 25 escudos to the Dollar.

All rates subject to change without notice.

For your Information

Reservations and Payments All space is confirmed on a first come first served basis. A deposit of \$100.00 must accompany all reservation requests. Final payment is due six weeks before departure. All deposits are protected by escrow accounts maintained by the Chase Manhattan. All checks should be made payable to the Chase Manhattan Bank.

Passports A valid passport is required of all U.S. Citizens. To apply for passports, contact your local Passport Agency, Clerk of the Federal Court. Your travel agent can assist you.

Visas are not required for holders of U.S. Passports. Holders of foreign Passports may require visas, depending on the country issuing the passports. Passports and visas are the sole responsibility of the passenger. Your travel agent can assist you.

Health Documents No vaccinations are currently required for Spain, Portugal or Morocco or for re-entry into the U.S.

Children Children under 13 years of age, accompanied by a parent or guardian will receive a reduction of 5 percent on the total tour cost when sharing accommodations with parents or guardians.

Baggage Liability & Insurance ETSIA, Inc. cannot be responsible for loss of, or damage to, passenger's belongings. Pan American's liability for loss, damage or delay of baggage in connection with the air transportation it provides is limited, by its tariff, to approximately \$8.16 per lb. in the case of checked baggage and approximately \$360 per passenger in the case of unchecked baggage or other property. In addition, baggage, health, flight and accident insurance is available from us or through your travel agent.

Cancellation and Refunds Full refund for cancellations received up to six weeks before departure. If written notice is not received within six weeks before departure, a service charge of \$100 per person will be made unless a substitute participant is found. If cancellation is made less than 15 days prior to departure, only the monies that can be recovered by ETSIA will be refunded to the passenger unless a substitute participant is found. If a substitute participant is found, full refund less a \$25 service fee will be made.

No refunds will be made for unused services or tour features. No responsibility will be assumed for missed connections on transatlantic flights. ETSIA reserves the right to cancel any tour prior to departure for any reason, including insufficient number of participants; should this happen, entire payment will be refunded without further obligation on the part of ETSIA.

Pan American reserves the right pursuant to U.S. Civil Aeronautic Board requirements to cancel any flight for any reason, including the unavailability of fuel. Landing and uplift rights are subject to the approval of the governments of Spain and Portugal.

ETSIA reserves the right to require any individual to withdraw from any tour, at any time, if ETSIA determines his acts or conduct detrimental to or not compatible with the interest, harmony, comfort or welfare of the tour as a group. A complete refund covering the daily pro-rated portion of the unfinished tour will be made to such individuals as soon as possible, but without further obligation or liability on the part of the company. If illness or any other imperative reasons compel you to leave a tour after it has begun, we will refund all savings possible on the land portion of the program. Obtain written acknowledgment of the ETSIA representative complete with hour and date of your leaving and, if applicable, supporting statements from doctors and present this with your claim through your travel agent. Also note additional information under "Responsibility."

Tour Prices quoted for transportation and land arrangements are based on rates (including foreign exchange rates) expected to be in effect at the time of departure and, accordingly, are subject to change without notice if such rates change. Tour price does not include transportation between home city and airport, items of personal nature such as laundry, meals, beverages and gratuities not specifically mentioned in this tour program. Pan American has reserved the right to increase aircraft charter rates should the cost of fuel make this necessary. In such event the tour prices will increase up to \$30 per person. Notice of increase if any will be made at least 8 weeks prior to departure.

Claims This tour program is bonded for \$100,000 with the Federal Government under regulations of the U.S. Civil Aeronautics Board insuring ETSIA, Inc.'s financial responsibility. Unless the tour participant files a claim with the tour operator in writing, or if unavailable, with the Surety Company direct within 60 days after completion of the tour, the surety bond will be released from all liability. Name and address of Surety Company: Federal Insurance Company, 90 John Street, N.Y., N.Y. 10038.

Maps Maps illustrated on itinerary pages are for information purposes only and may not necessarily reflect exact routings.

Responsibility All arrangements and services for these tours have been made by ETSIA, Inc. (herein called the Company), for the tour members in accordance with the inclusive tour charter regulations of the U.S. Civil Aeronautics Board. The Company is acting as principal and is responsible to the tour member in making the arrangements for all tour services and accommodations offered herein provided, however, that the Company, in the absence of negligence on its part, is not responsible for personal injury or property damage or other loss or expense arising out of the act of negligence of any air carrier, hotel or other person rendering any of the services or accommodations offered herein. The tour member also agrees that the Company shall not be liable or responsible for any loss, damage, injury or expense to person, property or otherwise in connection with any accommodations, transportation or other services resulting, directly or indirectly, from any causes beyond the Company's control including, but not limited to, acts of God, dangers incident to the sea or air, fire, breakdown in machinery or equipment, acts of governments or other authorities de jure or de facto, wars, whether declared or not, hostilities, civil disturbances, strikes, riots, thefts, epidemics, quarantines, medical or customs regulations, delays, or cancellations of or changes in itineraries or schedules, or improper or insufficient passports, visas or other documents or failure of tour participants to comply with customs regulations.

Tour arrangements have been made by contract with the hotels, air carriers, bus companies, steamship lines or owners or contractors providing accommodations, transportation or other services and all coupons, exchange orders, receipts, contracts and tickets issued by the Company are issued subject to any and all tariffs, terms and conditions under which such accommodations, transportation or other services are provided by such hotels, air carriers, bus companies, steamship lines or owners or contractors. By the acceptance of such coupons, exchange orders, receipts, contracts and tickets, the tour member agrees to be bound by any and all tariffs, terms and conditions under which such accommodations, transportation or other services are provided. The company reserves the right to substitute accommodations and tour features where advisable or necessary. Any savings realized by such changes will be refunded to the participant. Should any substantial changes be made in the tour itinerary prior to departure, participants will be notified and given the opportunity to cancel with full refund.

Tour members are advised that the provisions of a treaty known as the Warsaw Convention are applicable to the air transportation on these tours. The Convention in most cases limits the liability of direct air carriers and other air carriers to passengers for death or personal injury to approximately \$8,290, except to the extent that the direct air carrier (Pan American World Airways) has agreed to higher limit: pursuant to tariffs filed with the Civil Aeronautics Board, Pan American World Airways has agreed to a higher limit of approximately \$75,000.

The tour member is also advised that in the event the air carrier providing the air transportation described herein is delayed in performance or unable to perform, the provisions of the Economic Regulations of the Civil Aeronautics Board and tariffs filed by the air carrier with the Civil Aeronautics Board (which permit the air carrier to furnish alternative transportation in certain circumstances and subject to certain conditions) may govern the rights and obligations of the parties.

Summer Vacation Sale

Europe from **\$499 to \$699**

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Ready to go? Here's all you do.

We would like to depart on _____
tour No. _____ date _____

Our alternate choice is on _____
tour No. _____ date _____

☐ Please reserve a Pan Am rental car in _____ (city)

Group: ☐ A ☐ B ☐ C ☐ D

Iberian Capitals

☐ 8 Star ☐ 9 Star ☐ 10 Star

Andalucian Adventure

☐ 8 Star ☐ 9 Star ☐ 10 Star ☐ VIP

☐ Including Morocco Tour

A letter supplying the above information is acceptable in lieu of this coupon.

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Phone () _____

Address _____

City _____

State _____

Zip _____

Name _____

Phone () _____

Address _____

City _____

State _____

Zip _____

Please list full names of individuals (including yourself) who will be sharing one room.

Room No. 1 name _____

name _____

name _____

Room No. 2 name _____

name _____

name _____

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viding more activities than a Catskill resort, KPAA sells some sporting goods, issues licenses for hunting and fishing, sponsors an extensive travel program, and once a year hosts its Spring Show, first-class professional stage entertainment presented in the old vaudeville manner.

"Last year we gave 16 shows over an 11-day period," Compton says. "And we packed the house at almost every show."

The "house" Compton refers to is a 2,200-seat auditorium, largest facility in Kodak's seven-level, 300,000-square foot recreation building. Far from being an occasionally used luxury, the theater is one of the building's busier areas. It's the site of KPAA's noon-hour movie program, in which segments of current feature films are shown over consecutive lunch periods. It's also the setting for films and shows sponsored by the more than one dozen special interest clubs that operate within KPAA, and for many other company-sponsored activities.

The recreation building also contains a 105-by-125-foot gymnasium, large enough to play two full-court basketball games simultaneously; a 20-lane bowling center; a 17-table billiard room; physical fitness rooms for men and women; a golf driving range; archery, rifle and pistol target ranges; shuffleboard courts; squash courts; a retirees' lounge and card room; and numerous meeting and small-group luncheon rooms, as well as two cafeterias, a more formal dining room, a quick-lunch counter, and a savings and loan association.

And there is hardly a time the building is quiet. "We open the doors for recreation at 8 a.m.," Compton says, "and we're busy until we close at 11 p.m."

During Rochester's warmer months, members also use KPAA's outdoor facilities, which include nine softball diamonds, one eighteen-hole putting green, 10 tennis

courts, three bocci courts and numerous horseshoe courts. This spring, KPAA will add three padel tennis courts.

The combination of buildings, programs and participation have earned KPAA more than just employee appreciation. In 1969, the National Industrial Recreation Association Achievement Award—better known as the Helms Award—was given to KPAA, acclaiming it the best such program in the nation.

With all that's available to KPAA members, Compton still maintains it's not size but service that provides the cornerstone for success. "The size and diversity of our operation may make it unique," he says, "but it's our dedication to service that makes us successful."

"Our biggest challenge is to stay fresh," says Compton, who has spent five of his 14 years with Kodak working with KPAA. "As a counselor, the biggest danger you face is going stale. Your enthusiasm has to match that of the members who need your help. And if you haven't got it, then you've lost them, and possibly you've hurt their program."

To guarantee against sparkless counseling, Compton regularly rotates assignments among his staff, switching a person to one or two new activities each year. This procedure, he says, ensures continuity of service while bringing fresh eyes and new ideas to an activity on a regular basis.

It also prompts a large measure of employee enthusiasm for Kodak itself. "Our primary responsibility is to see that our people have a good time, whether it's in an athletic event or a sewing class," Compton asserts. "If we're doing our job right, we're stimulating a lot of interest, involvement and pride in the company. We help people feel they want to work at Kodak. And if we can contribute in this way, it makes the program and facilities all worth it." □

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associate profile

AAUnion boasts historic tradition of flexible and innovative ideas

Not many organizations can boast of a proud, historic tradition yet remain flexible and innovative. The Amateur Athletic Union has forged both qualities into a highly successful operation.

Founded in 1888, the AAU is the largest and strongest amateur sports governing body in the world. Its name is synonymous with worldwide athletic competition. The AAU is supported solely by revenues from athletic events, fees for athletes' registration, sanction fees and contributions from the general public.

The backbone of the AAU is the volunteer force. Countless athletes, coaches, officials and sports enthusiasts are involved in the organization's 58 Associations. These men and women promote and encourage amateur sports and physical education throughout the country.

Harry Hainsworth has spent more than half a century with the AAU—first as a coach, later as Executive Director, and currently as a consultant.

Terms aren't the only victims of the passage of time. Some of the events in those days of yesteryear practically reek of mothballs. "We were still keeping records for events like hopping, sack racing and running backwards," Hainsworth continues, "and National Championships were still held in stone gathering." Codeball, tug-o-war and quoits were also under the AAU's jurisdiction in those days. These sports are now relics of a bygone era.

Today the AAU is internationally recognized as America's governing body for 12 amateur sports. "Nine of these sports are on the Olympic Games agenda," says AAU Executive Director Ollan Cassell, himself a Gold Medal winner in the 1964 Olympiad. "We supply the major percentage of America's Olympic talent."

The AAU's interest in developmental programs brought about the creation of the Junior Olympics in 1949. Each year, 15 to 20 million boys and girls from 6 to 18 years of age participate in this program, which prepares athletes for the higher levels of competition. Olympic stars like Mark Spitz, Rafer Johnson and Wilma Rudolph are all Junior Olympic graduates. The AAU Physical Fitness Program provides youngsters with a planned schedule of exercises, specially designed to maintain a high standard of physical proficiency. Both programs are sponsored by the Chevrolet Division of General Motors.

For more information on the Amateur Athletic Union contact the AAU House, 3400 West 86 Street, Indianapolis, IN 46268.

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LisLind International is not new to the travel business. We are the oldest travel company on the continent of Europe and have specialized in handling group travel arrangements for 98 years. Founded in 1876 as Lissone-Lindeman, the company was acquired two years ago by N.S.U. (Netherlands Shipping Union), one of the world's largest complexes of steamship, transport and travel companies. To update the name of Lissone-Lindeman, and in keeping with its international scope of operations, the name of the company was changed in 1973 to "LisLind International".

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On January 2, 1974, we moved our North American Headquarters to new, modern offices in New York City's World Trade Center and have the added facilities of a computer to utilize in our operations.

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news in brief

Campground publisher optimistic fuel crisis won't hurt camping

While the nation's campgrounds could be seriously hurt by the gasoline shortages, there are sound reasons for optimism according to the Woodall Publishing Company which publishes annual statistics on public and private campgrounds.

"A private study made of middle income families in the Midwest has shown, despite all their worries about the fuel shortage and energy restrictions, only 28 percent of families fear they will have to camp less in 1974 than in '73.

"We believe this figure will be even more optimistic because the study was made at a time when most people were still in a state of shock over claimed gasoline shortages. We think there will be a great deal of camping during 1974—far more than the pessimists imagine."

In the expectation that Recreational Vehicle use and camping would continue to boom in future years, the nation's private campgrounds increased their campsites from 583,679 in 1972 to 644,066 in 1973—a gain of 10.4 percent. The number of publicly owned campsites grew from 306,059 to 320,641. Total growth was from 889,738 to 964,707.

Poor Productivity, wage rises push inflation in U.S.

As productivity declines and wages increase, this brings a new and highly adverse factor to the price front. Poor productivity and wage rises push inflation.

According to Business Outlook, for all of 1973, the nation's productivity rose 2.9 percent; that compares with 3.8 percent in 1972.

Productivity increases help to moderate the effect on prices of rapidly rising wages, the article states. However, the trend deteriorated badly during the year. Output per man hour in the private economy was at an annual rate of 5.8 percent in the first quarter, but by the fourth quarter it was negative, declining at an annual rate of 1.3 percent.

At the same time, wage increases have been accelerating, total hourly compensation rose an average of 7.8 percent.

Unit labor costs, the publication points out, were rising at the dismaying annual rate of 9.3 percent in the fourth quarter, and more of the same seems to be in store for this year's first quarter. In the fourth quarter, prices were rising even faster than labor costs.

Rise in public accidents due to more recreation—National Safety Council

"Public" accidents, which include recreation (swimming, hunting, etc.) air and water transportation, public building accidents and so forth, caused 24,500 deaths in 1973, according to the 1974 Preliminary Condensed Edition of Accident Facts, published by the National Safety Council.

The public fatality figure represents an increase of 4 percent over 1972, and was the single sharpest rise of accidents in all areas reported.

Officials of the Safety Council suggest that one of the possible reasons for the sharp increase in public accidents and fatalities in recent years is the greater amount of leisure time and a virtual explosion of sports and recreational activity among Americans.

Based on preliminary statistics, nontransport drownings replaced falls in public places as the leading cause of public fatalities with 5,500 deaths recorded, or one-fifth of the public total.

Bowling Council gives guidelines for cutting fuel use 20%

Energy consumption by the bowling game can be reduced 20 percent or more through adoption of conservation guidelines announced the National Bowling Council.

The Council urges use of car pools and local transportation to and from bowling centers and urges bowling proprietors to take specific steps to reduce energy consumption.

'How to enjoy your boat and save more fuel'

With seven million boats taking 40 million people boating each year, current uncertainty about fuel has many people wondering what the effect will be on the boating industry.

The Glastron Boat Company has published a check-list titled "How to Enjoy Your Boat and Save More Fuel." The folder is filled with tips on how to get more fun and more mileage from a boat while using less fuel than ever.

And, as with automobiles, proper engine tune-ups; smooth throttling and cruising, and balanced loading can dramatically reduce fuel consumption. Algae on a hull bottom can reduce performance by as much as 50 percent.

**How To
Enjoy Your
Boat and
Save
More Fuel**

travel spotlight

By Jim Adams

What can Spain offer to your travel program? Success. Why?

Spain is Groups: Just as that favorite little restaurant of yours might make a bust of a banquet, so it is with destinations you consider for group travel. As great as a place may be, it better be equipped to handle groups or all enjoyment will be lost in the hassle. Success in planning and executing group activities, whether a banquet or a trip to Europe, depends largely on whether the people and places to deliver the service have both the experience and facilities capable of accommodating large numbers of people.

Spain, without question, is in the group business. In the first eight months of 1973, close to 9.5 million passengers arrived in Spain via chartered flights. During the same period less than 4 million arrived via normally scheduled flights and a good part of the 4 million consisted of groups. What these figures mean is that Spain has the buses, the hotels, the guides and, most important, the experience to take care of large numbers of people. The figures also mean that Spain is a very attractive place to visit, especially for groups.

Spain is Shopping: When various groups are asked what they find most enjoyable in Spain, the responses always include shopping, sightseeing and eating, in roughly equal order. The shopping enjoyment comes not only from the excellent buys in leather goods, jewelry and other high quality merchandise, but also from the techniques used in shopping for gifts, souvenirs, knickknacks and antiques in the smaller shops and flea markets where bargaining is a part of everyday life. Naturally, part of the fun in shopping comes from

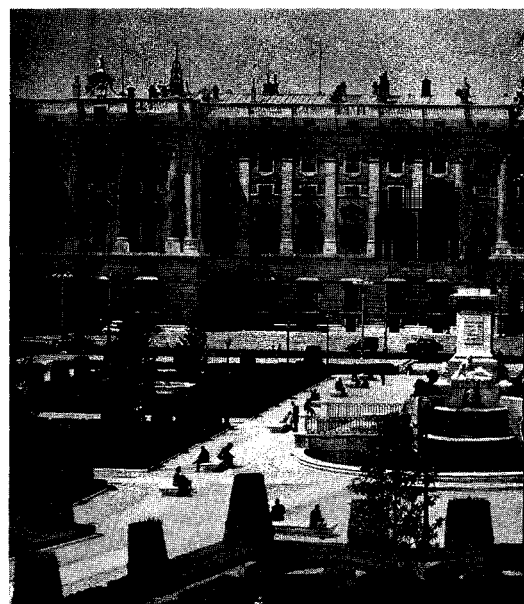
being with a group, not because they are shopping together, but rather because they have someone to share their story with when they return to the hotel. And suede coats, beautifully crafted leather purses, handmade lace and Majorcan pearls are all part of the informal fashion shows which somehow become a part of each group's visit to any part of Spain.

Spain is Sightseeing: Throughout Europe, as everyone knows, there are historic landmarks—churches, palaces and places where historic people were born. Spain's history predates most other civilizations in western Europe with traces of Phoenician, Greek, Roman and Moorish influences dating back over 300 years.

Sightseeing, however, must be more than old buildings. What distinguishes Spain from most other areas in Europe is that there is no sense of looking back at places or things that once were because, in many respects, Spain hasn't changed that much over the years. Life for the craftsman, the farmer and fisherman, as seen by the visitor, are not unlike life centuries ago. Brightly painted fishing boats are not just on display for tourists. They are part of Spain today as much as they ever have been. The windmills of La Mancha, famous from the days of Don Quixote, are still serving the people and villages in the Land of La Mancha. The Flamenco dancing performances which highlight nightclub shows are enjoyed as much by the Spaniards as they are by the visitor. Throughout Spain, the people accept as a part of normal 20th century living what the American visitor looks upon as ancient and historic. All of these things combined make Spain a sightseeing experience

The best

Spain is . shopping, sightseeing, f something f



The city square in Madrid, the Plaza de España, is one of the magnificent sites. (Photos courtesy of)



Spain too has its sea side drive in Palma Majorca, the pleasure island of the Mediterranean.

all worlds

groups,
argains,
, eating . . .
everyone



Puente Y Palacio Real, is one of Spain's
(Spanish National Tourist Office.)



Miles of beaches dot the landscape of Spain
much like this lovely beach off the coast in
Formentor, Majorca.

rather than a collection of slides or movies of things which were but are no more.

Spain is good eating: If America has become the land of the place mat, then Spain is the land of dining elegance. It is the place where hotel dining rooms and restaurants set the mood for dining enjoyment. Fresh flowers, silver for every course and polished glassware on white tablecloths make every meal an event. Menu prices are well below those of similar quality dining places in the U.S. so that everyone can enjoy elegance without putting a huge dent in the vacation budget. Elegance should always be mixed with adventure and, again, Spain's special attractions should not be missed, especially in the fishing areas along the coast or on the islands. Freshly caught sardines roasted over charcoal and served with local wine and cheese are a must.

Spain is accommodations: The coast lines and islands of Spain have become the European's as well as the American's vacationland. Groups can choose from newly constructed villa complexes to Five Star deluxe hotels or a mix of properties to suit the budget of everyone who might want to come along. The best buys are in large balconied apartments on or near the beaches. Many have become full service hotels without losing the budget-saving convenience of completely equipped kitchenettes. Most visitors quickly discover that it's great to have snacks available after a day's exploring and, should shopping get out of hand, the supermarket combined with kitchenette cover budget-stretching lunches and midnight suppers.

Spain is variety: Once you have "done" some European cities for their art, music, culture and ancient edifices, there is only more of

the same to do the next day. But in Spain there are beaches, golf courses, horseback riding, boating, tennis and terrain to enjoy as well. It is the kind of country where a group can return again without seeing or doing everything. Spain is Madrid with its Prado Museum where even the casual visitor may want to spend a couple of days. It is the Costa del Sol, the sun coast or Riviera of Spain, with miles of beaches and sunshine and nearby Granada and Seville, full of gardens and grillworks of iron. It is the Canary Islands, the tax-free Hawaii of the Atlantic, just 70 miles off the coast of Africa. This fast-growing group of islands offers everything from the volcanic barren island of Lanzarote to spring-like green and flowering Tenerife, to Gran Canaria which is a mix of the other two. The Playa Ingles area of Gran Canaria is a resort city with room for over 30,000 vacationers which has grown in just over five years. The golf course adjoins a sand-duned desert blown over from the African Sahara. Spain is Palma Majorca, the pleasure island in the Mediterranean which became the place for "Jet-Setters" when there were more "props" than "jets". Today it offers more fun per square mile than any area in all of Europe, but without losing sight of its earlier visitors dating back to the days when the world was flat.

Spain is helpful: After centuries of meeting and greeting invited as well as uninvited visitors, the Spanish people have a knack for making prospective visitors feel wanted and actual visitors feel at home. In the United States, information and assistance is available from a number of tour operators specializing in Spain or from the Spanish National Tourist Office, 589 Fifth Avenue, New York, New York 10017.

The need for pre-retirement

by Virginia B. Gillespie, Ph.D.

It's almost time for Albert to leave his place on the bench in the park and start his morning walk. Every morning Albert follows the same routine: sitting for awhile in the sun, then walking around the park and finishing the morning by watching some of the checker players. Albert has been retired from an executive position in a small company for about four years.

Margaret spends her time sitting in a window watching people pass on a sidewalk. The rest of the day she listens to the radio—which, is usually some type of religious music.

Bill has been retired for just two years from a large machine shop where he was a top-grade mechanic. Bill is known as the "passive" retiree since he does absolutely nothing but sit in a rocking chair and wait for the days to pass.

Although the years after retirement are generally referred to as the "Golden Years," too frequently this isn't the case at all; the years are filled with frustration, loneliness, boredom and a sense of being unwanted and unneeded. It appears that both the individual and the employer have a responsibility for providing a more satisfying life after retirement.

According to Margaret Mulac, in *Leisure: Time for Living and Retirement*, all individuals need to be educated for contentment. This implies that all individuals need to accept retirement in a positive manner with maturity and good sense. It further implies that retirement requires preparation on a physical, emotional, social and economic basis.

The employer of a company has a responsibility not only to assist with this preparation, but to assume an active role of leadership in establishing certain patterns of training. Training for retirement seems rather logical; an individual went to school or had some type of training to learn his job. Now it seems both logical and wise that both the individual and the employer become partners in educating for retirement.

During the last decade, one of the responsibilities which industrial firms have assumed, is providing some type of recreation activities for its employees. According to Richard Kraus, in *Recreation Today: Pro-*

gram Planning & Leadership, such recreational activities should provide for the particular needs and desires of the employees of a firm. Certainly today one of the primary needs of any individual is the understanding and acceptance of retirement.

As a rule, employer-employee relationships are visibly improved with the development of recreation programs; pre-retirement planning is a continued and integral part of such programs. Such planning must be on a partnership basis with employer and employee sharing equally in the input, training and followup. Other organizations such as the State Department and U.S. Army consider such pre-retirement counseling to be essential. Unions, also, have a responsibility to share in such programs. For example, the U.A.W. established a "Drop In Center" in the 1950's for retired employees, states Kraus.

Carlson, Deppe and MacLean, in *Recreation in American Life*, point to a strong trend for employees to be more aware of company benefits, morale and environment as well as salary, health and other accepted factors. Truly, this is an age of automation and employees need stability on the job: physical, emotional, and social. Trends, of which management may become aware, include:

"Healthy concern for involving employees in pre-retirement activities that have carry-over value in retirement" and "decided growth in the development of senior citizen's programs for retired employees," Carlson, Deppe and MacLean point out.

To summarize the need, President of Flick-Reedy, Frank Flick, comments in a speech, "The Untapped Potential": "In few companies today is the recreation program doing a first class job not only in building employee morale, but in demonstrably improving employee fitness and health, and in rendering a significant service to the entire community."

Management, employee and union can provide the type of leisure services needed which certainly includes pre-retirement planning.

More and more individuals are retiring at an early age and certainly most people in our society live longer than ever before. It is not inconceivable that a man or a woman might retire at 55 or 60 and live 20 years beyond that. Twenty years really constitutes a large segment of one's life. It seems obvious that this 20 years will be spent in a far different manner than the previous 60 years. By the year 2000, there will be approximately 25 to 28 million citizens over 60 years of age in this country. It stands to reason that an urgent need exists to establish programs and/or activities

Virginia B. Gillespie holds a doctorate from New York University in education, specialization in recreation; has a certificate to teach geriatrics, and is presently Assistant Professor and Coordinator of Recreation at the University of Oklahoma, Norman, Okla.

education

which will meet the needs of this segment of our society.

The following may offer some foundation upon which pre-retirement preparation can be structured. With such facts in mind, it is desirable to try to meet the following objectives:

1. develop an understanding for the need of good mental and emotional health
2. provide opportunities to eliminate boredom
3. establish programs to help the retiree learn and experiment with new skills and/or activities
4. provide opportunities which will help the retiree develop hobbies
5. educate and motivate the retiree toward service for others
6. provide education to develop skills for additional income
7. assist the retiree in developing social interrelationships
8. and above all, motivate the individual toward developing flexible life patterns.

With the above objectives in mind, it is necessary that any preretirement training include all aspects of the individual's life. For most individuals, the most difficult area of education will be the acceptance of aging and no longer having a responsibility within the value system of our society.

Probably two areas present themselves as being mandatory for planning on the part of an individual about to retire. The first area revolves around one's financial resources.

A number of items must be considered in order that the individual can live without financial worries.

1. to assist individuals to accept a lower income after retirement
2. to develop techniques for establishing a budget
3. to help individuals see the need to buy large items and pay for same before retirement
4. to understand clearly all forms of retirement income: social security, pension funds, investments, etc.
5. to understand clearly the Federal and state tax laws and how one may best benefit after retirement
6. to make sure that wills and all legal disposition of property have been reviewed and are up-to-date
7. the effect of part-time employment on one's income

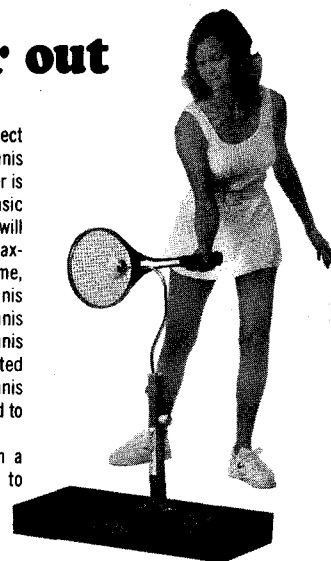
The next area of re-orientation or education has to do with the living arrangements after retirement.

1. where will the individual live; alternatives should

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- the type of living arrangement infers that a choice may be made of your present home, an apartment, a mobile home, or even traveling by travel-trailer
 - since social interrelationships are extremely important, the community should be considered very carefully. It is said that a man does not grow old by living, but rather by losing interest in living.

Considering the individual's needs, a community setting should provide recreational opportunities, public transportation, churches, an opportunity for volunteer services and educational opportunities. According to Harvy Roth in *A Survey of Leisure Time Activities and Use of Recreation Resources and Services by the Retired Population in Paradise, California*, social activities rank highest within the preferences of retired citizens; it would appear that the selection of the community to live in is of the utmost importance.

The final major area to be considered for pre-retirement training has to do with the health of the individual.

- both a physician and a hospital should be arranged as soon as the individual has settled in the community
- training should be offered in the areas of nutrition, sleep, mental health, safety, and other areas

- retired individuals should be encouraged to carry out as many physical activities as possible
 - medicare and other insurance plans should be carefully explained to the individual
- Other areas to be included in such training might be:

- developing new hobbies to carry into retirement
- taking part in political and other civic activities
- becoming involved in church activities
- becoming involved in volunteer services such as Foster Grandparents
- making sure that social relationships involve people of all ages, backgrounds, and interests

It is beneficial to the individual who is approaching retirement that he understands leisure as being constructive and satisfying. Although one's basic needs do not necessarily change, there are many different ways of achieving fulfillment. One should approach retirement with a positive attitude. This is an opportunity to fulfill our dreams, do all the foolish things one has always wanted to do, and most of all, to approach life as if it will continue forever. There is a saying in the southern part of our country which seems to apply to the retiree: "We ain't what we wanna be and we ain't what we gonna be and we ain't what we wuz." This seems to be a perfect opportunity "to be what we want to be."

Next: Benefits of physical fitness and other recreation programs for retirees. □

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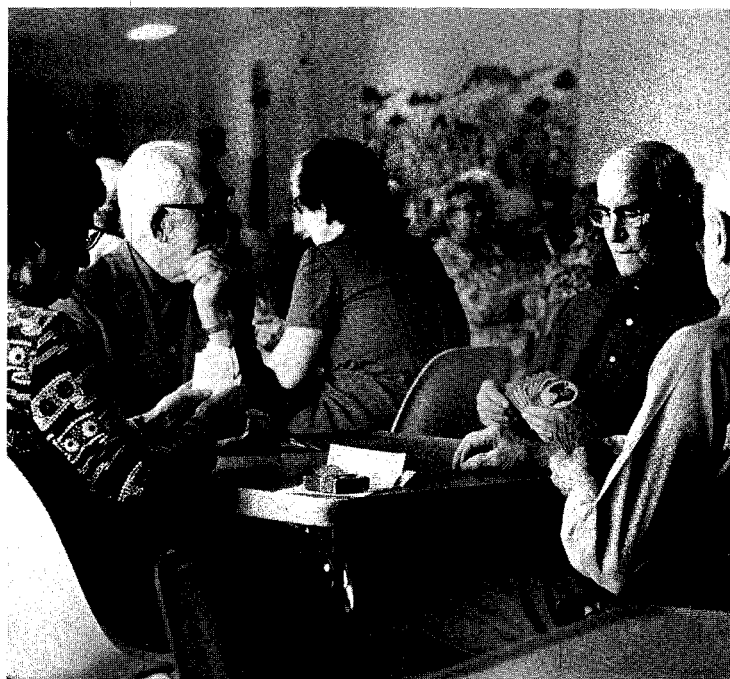
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KPAA operates a Retirees' Club of 6,500 members, offering a variety of programs. Here, retired Kodakers ponder over a game of cards in the retirees' card room.

By Tim Renken

Rules of Campfire Safety

It is evening, the end of a lovely autumn afternoon, and the family is settling down in camp after a busy, happy day outdoors.

Mom and Dad are sitting and talking quietly as they enjoy the noisy gaiety of a newly laid fire. The kids are giggling and murmuring as they snuggle into their sleeping bags.

Then one decides it's too early to go to sleep.

"Honest, Dad, we're not sleepy. Can we bring the lantern in here and read a while?"

Dad thinks about it just a second, then decides against the idea.

"Go to sleep, you guys," he says with an air of finality. "We've got a big day ahead of us tomorrow."

Dad didn't take the time to explain, but he was thinking about a far more important consideration than the loss of a few minutes of

sleep for the kids. He was thinking about the possible fire hazard with the gasoline lantern inside the tent.

Being an experienced camper, he knew that while tents cannot be called highly flammable, they will burn when exposed to high heat or flame. And the temperatures in and around an operating gas lantern are very high.

It is too bad not all campers have as much sense as the parent in this story. The practice of using gas lanterns inside tents is by no means common, but it happens enough that it has safety experts worried.

Illumination inside tents should always be through electric-powered lights such as common flashlights or the new neon camp lights now available.

Another practice that sends the experts up the wall is the one of cooking inside the tent. It isn't to put it mildly, recommended.

Stovetop temperatures are sufficient to ignite all but the most flameproof materials and there is always the danger of a stove overturning or grease splattering or spilling.

Cooking should be done outside or, in the case of rain, possibly under a tarp or dining shelter strung at least seven feet overhead and open on all sides.

The use of open-flame type heaters or the pitching of tents too near fireplaces or fire pits also has long been discouraged by tent makers in their safety education efforts.

Fire safety measures in camp, as a matter of fact, are almost identical to those that should be made in the home, even though incidence of injuries in camp is extremely low.

For example, the typical housewife would never allow a situation in which curtains would hang near her stovetop. Yet the hazard there is much the same as created when a camper takes his stove inside a tent.

Another practice which can result in accidents is fueling of lanterns, stoves or heaters (or even cigarette lighters) while inside a tent. The operation always has its dangers, but these are increased greatly by the chance that a person could be trapped inside a burning shelter.

Nobody has yet suggested that campers stop building campfires, but precautions should be taken. Fires should be kept at least 20 feet away from tents and even farther where there is danger that the wind will carry burning embers onto the tent. □



Your Company's Big Inning Can Be An Outing

By Jim Wright
General Sales Manager
Six Flags Over Mid-America (near St. Louis)

Before any real planning is done, it's important to find out whether or not your employees want an outing. A simple survey can be conducted to find out what type social function your employees would like. If the group is small, you can discuss it orally. If your organization is too large for that, a brief written questionnaire can be used to obtain employee input. Suggestions may range from a picnic in a tree-shaded park to a complete day at an amusement park. You may even find that your group wants a more formal evening event at a hotel. Once you have determined the type event, find out how many people will attend and how many adults and children there will be. Once you have a good idea as to how many to plan on, you can begin making firm plans based on your estimate.

Planning the Outing

Once everyone has agreed on the type of outing, it is up to you to make it happen. If you don't want an ulcer and you want a successful outing, enlist the help of others.

By selecting your helpers carefully (you know who the real doers are), you'll not only get many of the details taken care of faster, but it also gives you the time you need to keep track of the whole show and to be able to lend a hand where needed.

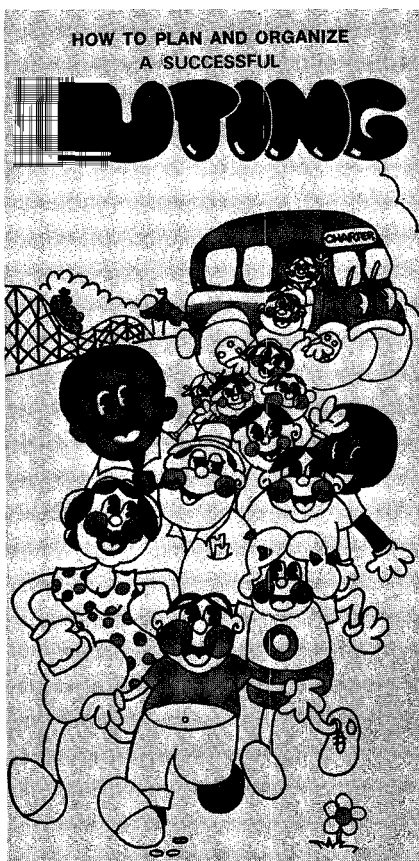
Don't forget... you're in charge! When you make assignments, set up a time schedule when the task should be completed and reported to you. You will probably find it necessary to set up several committees to help you get the job done.

A typical list of the committees you might want to form as soon as you can would be: Promotion and Publicity, Food and Beverages, Ticket Sales, Treasurer and Transportation. *Most important, remember some outing locations will provide advice and help in most of these major areas, willingly. Don't hesitate to ask for their assistance.*

A company or group outing can be—in fact, should be—one of the most successful events of the year. The secret is proper and systematic planning.

I found the secret to a successful outing is simple: *pre-plan* your outing very well and then *follow through* on all the nitty-gritty details. Sounds simple but... If you are among those planning an outing for the first time—or maybe you've experienced more than your share of problems putting together a company outing in the past, there are some fundamental steps that can save you time and money.

Six Flags has produced a colorful 24-page booklet, "How to Plan and Organize a Successful Outing", which distills the experiences the Six Flags staff has gained over the years. The booklet is available *free* from either NIRA headquarters or from Jim Wright at (314) 938-5300 or Six Flags Over Mid-America, P.O. Box 666, Eureka, Mo. 63025.



As you begin your planning, here are a few of the more important questions you'll want answered:

- capacity of the facility to handle groups your size.
- availability of the outing site on acceptable dates and times.
- what sort of entertainment and amusements does the location have to offer; will they provide appeal to a range of age groups?
- what are the prices charged for services rendered at the location; parking, admission, food and beverage, amusement usage?
- what are the group rates?
- are parking facilities large enough to handle large groups, and are they well supervised?
- is a catering service available at the location? If so, what menus are available, at what cost per person?
- what are the restrictions and policies that might conflict with your plans? Some locations, for example, prohibit alcoholic beverages on the premises.
- are there adequate restroom facilities, are they kept clean?

- what provisions does the location have for cold drinking water, emergency first aid, security, and pest control?
- very important—what kinds of promotional materials—if any—can the location supply to help you promote your outing?

Adopt a Battle-Plan

The company outing is certainly worth the expenditure of many manhours—but no more or no less than those really needed to get the job done. You will need a master work sheet spelling out what needs to be done, real “doers” and a realistic schedule (put it down in writing!) for getting it all accomplished on time and within budget.

Given the current climate of increased social responsibility for businesses and environmental consciousness, details that were once minor have taken on greater priority. Chartering buses for group transportation, or giving prizes for carpooling to the outing site are examples of decisions you may

want to consider. And don't forget reminders (or an accountable clean-up committee) to “pitch in” at the end of the day so the next group can enjoy themselves too.

Don't overlook resources available from the NIRA office, your local library and various companies involved in the leisure industry.

Picking Up The Tab

This is a major company decision, of course. Underwriting at least part of employee recreation cost is not only a common occurrence but also a sound business practice . . . one every company should seriously consider. A few dollars here may be far more valuable than many dollars spent in less obvious ways.

The fostering of attitudes of mutual worth between companies and their employees is what the company outing is all about—and that's worth a great deal of time, money and effort. □

Outing check-list/work sheet

Appoint Committees

- ☐ Publicity /Promotion
- ☐ Food & Refreshment
- ☐ Ticket Sales
- ☐ Transportation
- ☐ Treasurer

Select The Site

- ☐ Contact Site Organization
- ☐ Evaluate site choices
- ☐ Inspect site locations in person

Establish Operating Costs

- ☐ Promotion Costs
- ☐ Mailing costs
- ☐ Advance, deposits, if any

Food & Refreshment Arrangements

- ☐ Contact catering services
- ☐ If take-along, arrange food transportation

Ticket Sales

- ☐ Set up bank account
- ☐ Set up ticket accountability (record keeping)
- ☐ Establish money handling procedures

Promotion

- ☐ Direct mail
- ☐ Newspaper releases
- ☐ Posters & Flyers

Transportation

- ☐ Contact school district, churches for donated services or nominal charge for buses
- ☐ Contact Bus charter lines

Group Identification

- ☐ Obtain inexpensive name badges or similar identification in proper quantity

Clean-up

- ☐ Publicize clean-up function of your group

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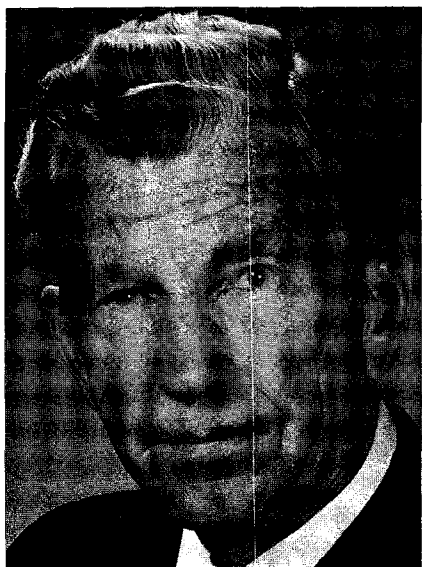
Jack Lindeman

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Our Own Private Beach

Never underestimate the power of the unions . . . in their attempt to take over corporate recreation programs

By W. Boyd Owen



W. Boyd Owen, a retired Vice President of Owens-Illinois, Inc., was with the company 36 years.

He joined O-I in 1937 at its Fairmont plant as Director of men's activities. Subsequently, he became Personnel Director of the Plant.

His next promotion came when he was named manager of the Clarion, Pa., plant in 1948—the first O-I Personnel Director to become a plant manager. He was quickly promoted to Director of Labor Relations for the entire company whereupon he was moved to corporate headquarters in Toledo. Subsequently, he was named director of Personnel Administration in 1960. In April, 1961, he was elected a company Vice President and was in charge of corporate facilities for the company from 1966 to 1972.

Owen was graduated from the University of Illinois, and he did post graduate work at Harvard University.

Management has traditionally thought of the effectiveness of its industrial recreation programs in terms of whether they provide the highest level of employee loyalty consistent with costs.

In industry there are many vying for the loyalties of people. One of these forces is the union, specifically through its sponsoring of recreation programs, thus taking them away from companies or starting them where companies have not felt they should. Hence we have loyalty to the union rather than to the company recreation program.

The power and influence of unions can't be overlooked as they have the "loyalties" of more than 22 million members out of a total work force of more than 80 million people.

This is the effect of a union takeover of an employee recreation event:

Instead of seeing a softball league representing the company, we see softball team Local 109 or something similar—no company identification. And if you believe in the value of recreation programs, then you know that whoever sponsors these programs gets a bit more of a person's loyalty.

Unions have taken over athletic programs, quite frankly because management has had a philosophy of "let someone else run the program." However, a plant with a good recreation program is more

efficient. There are less grievances, and less grievances mean less strikes, which means money in the bank.

A union offers an economic package. Extracurricular activities, not related to the job, aren't union business and shouldn't become union business. This should become the integral part of an industrial recreation program.

Selling the program

The best way to sell a recreation program in any company or plant is to have the wholehearted support of management, not just lip service, and Owens-Illinois, like many companies, I'm sure, has this in varying degrees.

Managers have to realize a recreation program can be of tremendous help in many areas so they are encouraged to back it, give their support and are not ashamed to let people know they feel the program is constructive and mutually beneficial.

An industrial recreation program is much more than sports. At O-I the emphasis is placed on the welfare aspects of the program. In addition, emphasis should be placed on the children and the families of the employees who comprise an integral part of any good program.

I am not totally eliminating the possibility of a recreation program and a union working hand-in-hand to sponsor, for example, an event

A retired company Vice President tells how unions will try to take recreation programs away from companies or attempt to initiate them where companies have not felt they should; this can be alleviated with a 'good strong recreation program backed 100 percent by corporate management'

like a company picnic. I'm merely trying to point out that unions will vie for the loyalty of your company employees which can be eliminated by offering an effective industrial recreation program.

The objectives of a good recreation program should include:

1. Serving as an upward communicative link between management and its people.
2. Providing ways and means to build pride and interest in company as well as club.
3. Serving as the only company-employee group interested in the progress and promotion of the company and under the direction of all employees, of all levels.
4. Playing an important part in public and community relations, acting as a prestige and company image builder through a people's program.
5. Acting as an attraction for potential employees and something to be recognized as an added benefit to the employee and his family.
6. Performing many services that may have been management's and supervisory personnel's duty to perform.
7. Providing services to its members that result in savings and direct employee benefits.
8. Serving as a proven leadership training area and can be compared with Junior Achievement at an adult level.
9. Aiding in physical fitness education plus offering participa-

tion and mental diversions therefore reducing absenteeism and lack of job interest.

10. Setting the pattern early for retirement conditioning through sports education and hobby activities.
11. Providing a program of establishing procedures for illness and emergencies that are consistent and provide equal treatment.

People, good people, over and over again are to me the answer to a successful company. A well-run, well-organized recreation program, I know, makes good people better. □

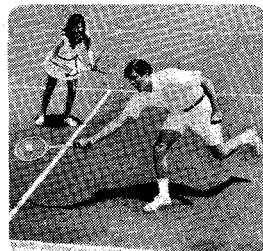
About Cover Cont. from page 1

"bike", he has been joining a number of company employees in group trail riding, exploring, motorcrossing and other recreational activities sponsored by the company for motorcycle enthusiasts. In addition, he notes, "I am starting to use the motorcycle as my contribution toward reducing energy consumption and traffic pollution." The sticker on his motorcycle reads: "I use less than 2 gallons of gas per week. What are you doing?"

Martin Marietta Alumina is employee services oriented, and Palley says the company is in the process of building an employee eating facility.



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Now is the time to organize those spring, summer special activity groups

By Edward V. Meith
Department Head
Employee Activities
Eli Lilly & Company

'What is so sweet and dear
As a lovely day in May,
The confident prime of the day,
And the dauntless youth of the
year.'

William Watson

Here in Indiana, the winter months are cold, snowy and not well-suited to a great variety of outdoor activities. With the coming of spring and summer, the bulk of Eli Lilly's activity clubs moves to the outdoors, and plans, schedules and arrangements must be completed before that time.

Although the winter time has been busy with bowling, basketball, card playing, table tennis, billiards, and many other activities, planning for the spring and summer activities must go on. Our Em-

ployee Activities staff and the elected chairman of the individual activities meet constantly to plan these future programs.

Until recent years, tennis, as one of our sponsored activities, was strictly a summer-time sport. With the advent of indoor tennis, and the construction of indoor facilities in Indianapolis, this is now year-round. Contracts for facility rental and scheduling are now drafted for both winter and summer.

Our Campers Club, which now boasts some 90 family memberships, holds the first of its annual camp-outs in April of each year. The club holds an annual business meeting in February, at which time, dates are chosen for weekend camp-outs. One of the club members is appointed to be in charge of arrangements for each of the sea-



This Eli Lilly employee gives instructions to an Indiana Blind School student-navigator prior to the start of the Annual Braille Rally.

son's trips. This is an excellent way to give several people insight into the overall club operation and helps to build leadership and organizational ability for future club chairmen.

Entries and schedules for the men's and women's slo-pitch softball leagues must be accomplished before the arrival of spring. With 30 men's teams and six women's teams, and only three softball diamonds available, scheduling becomes quite hectic. Indiana summer rainstorms do not tend to help the situation very much.

Since Indianapolis Public Parks diamonds are not available for use by intramural industrial leagues, our three company owned diamonds must carry the load. Because of company expansion, land must sometimes be converted from softball diamonds to production facilities. When diamonds must be installed or moved to other locations, volunteer help appears from the players ranks to help install benches and rake and smooth infields.

The Employee Activities men's and women's golf leagues open their season in May. Prior to that time, permits must be obtained for the use of City Park golf courses and entry forms prepared, distributed and recorded. In addition to league play, the summer season involves the company men's, women's and mixed two-ball tournaments.

The Boat Club is another activity which blooms each spring. Each winter, we renew a lease on a plot of ground on the bank of the Ohio River. Boat Club members, over the years, have built docks, a shower and rest room building, and a roadway. A well was driven, and electricity made available. The Boat Club members keep the area in excellent condition, including mowing the grass. On weekends, tents and campers of all descriptions appear. This is one of our finest family-oriented activities. Special children's games and pitch-in suppers are scheduled during the warm summer months.

The Motorcycle Club, which has been dormant most of the winter, comes alive with the springtime. One day and weekend trips are scheduled during the warmer months. Many members of this group are husband-wife combinations. A recent addition to our roster of activities, the Motorcycle Club has as one of its main objectives an attempt to raise the public image of motorcyclists in general. Safety codes are carefully followed and appearance and dress are kept in good taste.

While the Motor Club holds monthly rallies throughout the year, May is always the most important month. Each year since 1961, our Motor Club has sponsored a Braille Rally in May. For this event, children from the Indiana Blind School serve as navigators for the cars driven by Lilly Motor Club members. All instructions are written in Braille, and the youngsters are very excited about the adventure. Following the rally, the children are treated to a banquet, at which time trophies are awarded to all participants.

All of the dozens of individual clubs and groups sponsored by our Employee Activities began originally with an idea by an employee. Under our Constitution and By-laws, any employee may suggest, in writing, the formation of a new activity to the President of the Employee Activities. The request is presented to the Executive Board

which consists of the President, Vice-president, Secretary, Treasurer, and an elected coordinator from another of our plants. These officers are elected by a vote of all Employee Activities members to two year terms. After acceptance by the group, a temporary chairman is elected, a budget request presented, and a vote taken by the entire Board of Employee Activities. This Board consists of the Executive Group and the chairmen of all the activities.

Employee interest keeps groups going strong

The success of these groups, we feel, lies in the inherent interest of the employees. Over the years, certain activities have declined in interest, and other new ones appeared. Some have died out for a few years, and then returned with renewed participation.

Having volunteer chairmen of each activity enhances the value of that chairman and the special interest group. The chairman is elected by the members of his own particular club or group and is allowed to serve a maximum of two consecutive one year terms. Co-chairman are either elected or appointed by the elected chairman.

In this way, many employees are introduced to management procedures in the operation of an organization, budgeting and consulting practices. □

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DIRECTOR HELFAER FACILITY AND PHYSICAL RECREATION—Marquette University

Responsibilities include the administration and management of a new informal sports facility and the campus physical recreation program, policy development, personnel supervision, budget preparation and execution, program development within the facility and on campus, and the promotion of the facility to generate income from general publics related and unrelated to the University. Doctorate preferred, Masters required in Recreation, Business Administration, Educational Administration, Physical Education or Student Personnel Administration. Five to ten years of professional experience in Physical Recreation and/or management of a related enterprise is required. Salary open. Twelve month position available July 1, 1974.

Contact Mr. Francis J. Beck, Jr., Chairman, Search Committee, Marquette University, Milwaukee, Wisconsin 53233.

SPRING—SUMMER

Equipment and Activities

PLANNING GUIDE

Listed below are specific areas of Warm Weather Activities, equipment and related services. Check off by letter and number, areas of interest on the coupon and mail to R/M. You will then receive information outlining what types of materials are available and where to get them.

GENERAL EQUIPMENT

ATHLETIC CLOTHING (A)

1. gym suits
2. parkas
3. shorts
4. socks
5. stockings
6. award sweaters
7. sweat shirts and suits
8. T-shirts
9. trunks
10. shoes

OFFICIATING (B)

1. starter's guns
2. stop watches
3. scoreboards

ADMINISTRATION (C)

1. lettering
2. emblem
3. embroidery
4. trophies
5. awards
6. novelties

HYGIENE (D)

1. massage tables
2. mobile bath carts
3. mouth fresheners
4. steam room gear
5. towels
6. whirlpool baths

TRAINING GEAR (E)

1. trainers' supplies
2. foods
3. kits

PLAYGROUND EQUIPMENT (F)

1. swings
2. slides
3. merry-go-rounds
4. climbing gyms
5. teeter-totters
6. rides
7. other

PARK & ATHLETIC FIELD EQUIPMENT (G)

1. benches
2. tables
3. fountains
4. toilet facilities
5. grills
6. outdoor lighting
7. bleachers
8. field goals
9. walkway and court surfaces
10. marking equipment
11. sound systems
12. power equipment

SPECIFIC ACTIVITIES

ARCHERY (H)

1. sets
2. arrows
3. arrow components
4. automatic lane gear
5. backstop netting
6. bows
7. crossbows and bolts
8. leather accessories
9. racks
10. scoring equipment
11. sights
12. targets

BASEBALL (I)

1. backstops
2. cages and nets
3. balls
4. bats
5. bases
6. caps
7. chest protectors
8. cleats
9. gloves and mitts
10. helmets
11. masks
12. mounds
13. pads and guards
14. resin bags
15. score books
16. stockings
17. uniforms

BOATING (J)

1. fishing boats
2. speed boats
3. sail boats
4. houseboats
5. rubber boats
6. boat motors
7. life jackets
8. boating accessories

CAMPING-HIKING (K)

1. tents
2. packs
3. sleeping bags
4. cooking-utensils and equipment
5. cutting tools
6. first aid kits
7. compasses
8. motor coaches
9. campground information

FIELD HOCKEY (L)

1. balls
2. goals
3. nets
4. cages
5. leg guards
6. shoes
7. sticks
8. uniforms

FISHING (M)

1. rods-poles
2. reels
3. flies and lures
4. lines-casting and fly
5. tackle boxes
6. general equipment i.e.: hooks, sinkers, strainers, etc.

GOLF (N)

1. bag covers
2. bags
3. distance-adding ball coating
4. ball holders
5. ball markers
6. ball retrievers
7. balls
8. ball washers
9. practice cages
10. caps and hats
11. carts
12. clubs
13. club carriers
14. miniature golf supplies



SPRING AND SUMMER PLANNING GUIDE

Yes, I am interested in those tips checked below.
Please send me complete information about them.

ITEM(S) _____
(specify by letter and number)

NAME _____ Title _____

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LAWN GAMES (O)

1. badminton
2. croquet
3. fieldball
4. horseshoes
5. lawn tennis
6. tetherball
7. volleyball

SOFTBALL (R)

1. balls
2. bases
3. bats
4. gloves
5. masks
6. batting tees
7. sportswear
8. uniforms

TENNIS (T)

1. court backstops
2. balls
3. binding
4. net cables
5. tennis clothes
6. court markers
7. nets
8. net posts
9. presses
10. racket covers
11. racket frames
12. racket grips
13. rackets
14. racket stringing equipment
15. serving machines
16. net counter straps
17. strings

WATER SKIING, SURFING (V)

1. aquaplanes
2. belts
3. bindings
4. bongo boards
5. bridles
6. car racks
7. clothing
8. helmets
9. ski rope retrievers
10. skis
11. ski sleds
12. spray attachments
13. surf boards
14. tow ropes and bars
15. wake boards
16. water shoes
17. water toboggans

PICNIC

EQUIPMENT (P)

1. barbeque sets
2. baskets
3. dishes
4. eating utensils
5. fire lighters and starters
6. grills
7. insulated vacuum bottles
8. boxes and jugs
9. picnic kits
10. refrigerants

SWIMMING

AND BEACH (S)

1. beach balls
2. bathing caps
3. cabanas
4. chairs and backrests
5. clothing
6. cots
7. cushions
8. diving boards
9. ear plugs and ear drum protectors
10. floats and accessories
11. swim goggles
12. life buoys
13. life saving devices
14. mats
15. nose clips
16. pool covers
17. above ground pools
18. sandals
19. water slides
20. swimming boards
21. swim suits
22. training equipment
23. umbrellas
24. water bicycles

TRACK AND

FIELD (U)

1. cross bars
2. discus
3. hammers
4. hurdles
5. javelins
6. landing pits
7. relay batons
8. shoes
9. spikes
10. shot puts
11. jumping and vaulting standards and boxes
12. starting blocks
13. track drags
14. uniforms
15. conditioning suits and equipment

WATER POLO (W)

1. water balls
2. belts
3. bladders
4. caps
5. goals

ADVERTISERS (X)

For direct information on specific product or service indicate advertiser number on card.

1. Beach Club
2. Chicago Roller Skates
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4. Flaghouse, Inc.
5. Guides, Inc.
6. Hillerich & Bradsby
7. Howmet Corporation
8. Marquette University
9. Professional Services
10. Recreation Equipment Corporation
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12. Savannah Inn and Country Club
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14. Technicolor
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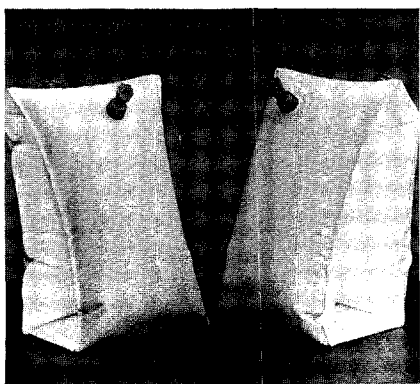
Suite 234

new products



1. Two-way radio

The development of a new type of CB two-way radio, with a unique telephone-type handset has been perfected, called the Messenger 130. The radio is the first of its type to be available for the citizens radio service and is designed to offer the owner several advantages. In noisy traffic, or with broadcast radios or tape players being used, the handset provides greatly increased reception clarity. It also offers the option of private listening, without disturbing others.



2. Unique swim aid

A popular swimming aid, "Schwimmflügel" swim wings, have been used in Europe for more

than 10 years where 30 million people are using them. The wings are sold in pairs and worn on the upper portion of each arm giving heads up flotation without tipping over or losing balance in the water.

Each wing has two inflatable air compartments with individual air valves designed so, that should a child open them, air is not automatically released.

3. Red Filleting Board

It's Big Red, a new giant-sized power jaw of super strong nickel plated steel—a red filleting board which opens wider to accommodate those fat-mouthed whoppers that didn't get away. It is perfect for holding by head or tail, leaving both hands free for all cleaning, filleting, skinning, scaling and cutting operations.

"Big Red" also has a built-in knife. If the blade gets dull, just tip the board on its side and sharpen up.

4. Smile saver camera kit

A new still-camera outfit containing pocket camera, film, magi-cubes and a number of useful and attractive accessories has been introduced. The special value package is known as the Smile Saver Kit.

The kit is constructed of a modern acrylic material with a metallic nameplate.

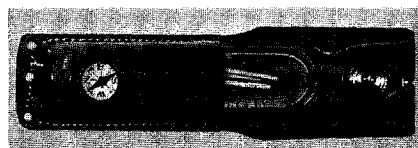
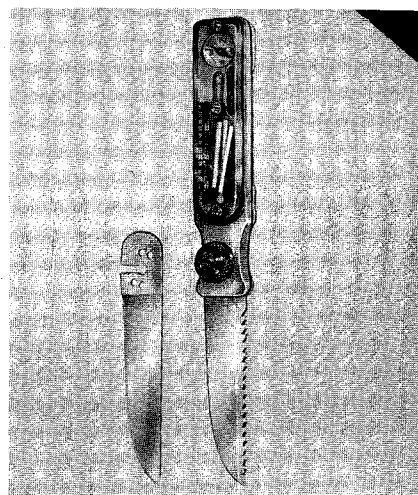
5. Over and under double barrelled guns

A new aristocrat has joined the popular Winchester model 101

family of top-quality over and under double-barreled shotguns.

The gun is designed for the most discerning trapshooter and is a rare combination of classic beauty, ultra fine quality craftsmanship and performance reliability.

Finely detailed hand engraving decorates the new trap gun's satin finished receiver, which contrasts strikingly with the gun's deep blued precision-made barrels and knurled, non-slip trigger.



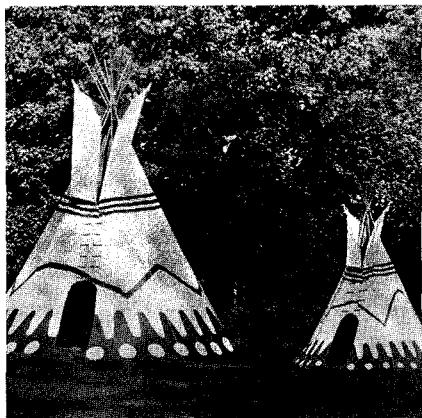
6. Survival Knife

Appealing to all age groups of outdoorsmen, Survival Knife is the newest and most complete camping and hiking accessory available today.

Beginning campers and experienced woodsmen will find all important items necessary for survival in a wilderness environment.

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and line, waterproof matches, candle, level for camper and tent set-up, compass and whetstone.



7. Tipi tents

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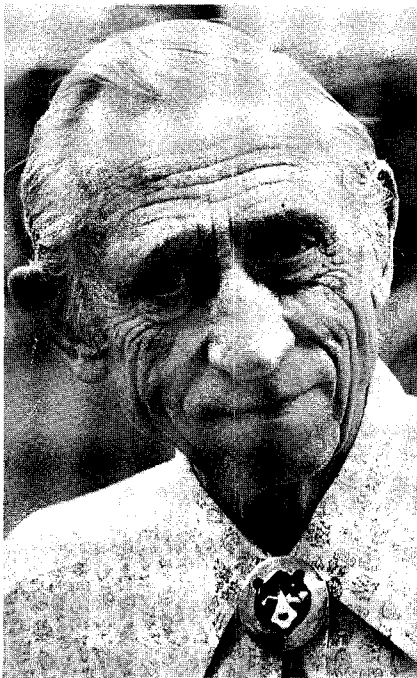
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Getting on Target in Initiating Archery Programs

By Fred Bear



Fred Bear, President of Bear Archery, is one of the most famous living archers in the world today. He has made a name for himself in both the target and bowhunting phases of the sport. Bear invented the modern laminated bow and is considered to be the "Father" of modern day archery equipment. He is a member of the Archery Hall of Fame; the National Sporting Goods Association Hall of Fame and recipient of the W.J. Compton Medal of Honor Award in Archery.

When 19-year-old Army PFC John Williams of Pennsylvania and housewife Doreen Wilber of Iowa shot their last arrows at the recent 1972 Olympic Games in Munich, Germany, they swept both men's and women's Gold Medals for the United States. This action signaled the immediate growth of archery—a sleeping giant.

Indicative of the interest in any sport are retail sales of the equipment used for participation and in 1973 the archery industry recorded a phenomenal 20 percent growth with one company actually exceeding a 40 percent growth in just one year.

It is estimated by some industry sources that there are now nearly as many archers as there are golfers, nearly eight million, with another two million youngsters learning the sport in colleges, schools and camps each year.

Archery is very much like bowling as far as company league competition is concerned. Both sports utilize indoor automated lanes, both can be shot in teams or individually and both require specialized equipment for the proper enjoyment of the sport. But, unlike bowling, archery can be shot both indoors in winter months and outdoors in the summer months.

Indoor Archery lanes can be broken down into two major types. In a walk-up lane set-up an entire line of archers shooting at the same time. Then upon a signal by the League Secretary or Range Officer all should walk the 20 yards to their targets to record their scores and retrieve their arrows. Excelsior,

straw, fiberboard and similar materials are used to affix the target faces to and to stop the arrows. These may be semi-permanent or completely portable installations.

The amount of room required for your indoor archery lane is up to you depending on how many shooters you have in your league and in the available facilities. Generally speaking you will need 80' in depth since most indoor target archery is shot at 60'. The width of your lanes will be set by your space and needs. Figure on three feet for each shooter, two shooters to a shooting lane. On this basis, you would position your target butts or bales on 6' centers and you should use 4 target faces on each lane. Therefore, two archers would shoot at a time on each lane. After they shoot, they would sit down and two more would shoot. In such a manner, each archer would be shooting at his own target face. After all four have shot, they would walk down and score their arrows. By using this spacing you could have 10 lanes in an area 60' in width.

Many companies do not have room for a permanent indoor archery range, and they may want to consider utilizing their gymnasium or cafeteria for this purpose. Unlike bowling, that requires extensive lane equipment installation, archery's only requirement is space to shoot in, portable matts, safety netting and target faces. Of course, archery lanes can be as sophisticated as you want them to be.

In over 100 cities in the United States today there are indoor ar-

chery lanes that are recognized and sanctioned by the Archery Lanes Operator's Association (ALOA). Most of these are fully automatic, well-lighted and easily accessible to companies in major metropolitan areas. Virtually all of them have rental equipment for the beginner and also sell new equipment for the serious archer. Automated lanes are unique because once the archers in any given lane are done shooting they simply activate movable target and it automatically returns to the archers in the shooting area for scoring and arrow retrieval. Unlike the walk-up system, the archers in other lanes can continue shooting even while one lane is retrieving and scoring its target. After scoring, the archer touches another button and the target returns to one of any number of yardage positions from the shooting line, depending on the yardage being shot.

Nearly all ALOA members welcome Industrial Leagues and many will even provide free preliminary instruction for the beginners in your group. For information on the name and address of the ALOA Lanes nearest you write to: Sam Fudenberg, Secretary, Archery Lanes Operator's Association, 1500 N. Chatsworth Street, St. Paul, Minnesota 55117.

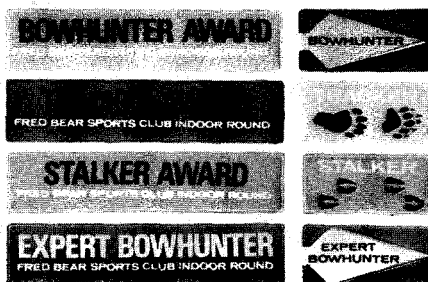
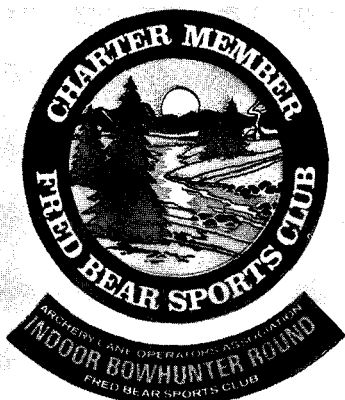
A complete package of Indoor Archery Awards is available from the American Indoor Archery Association through the ALOA Lanes.

The Fred Bear Sports Club, an international organization of archers throughout the United States and 18 foreign countries recently introduced the Archery Lane Operator's Association/Fred Bear Sports Club Indoor Bowhunters Round Award Program. Fudenberg can provide you with complete information on both the AIAA Indoor Target Awards Program and the FBSC Indoor Bowhunter Round Award Programs upon request. You will want to consider offering your employees the choice of either the AIAA Target Awards Program or the FBSC Indoor Bowhunter's Round.

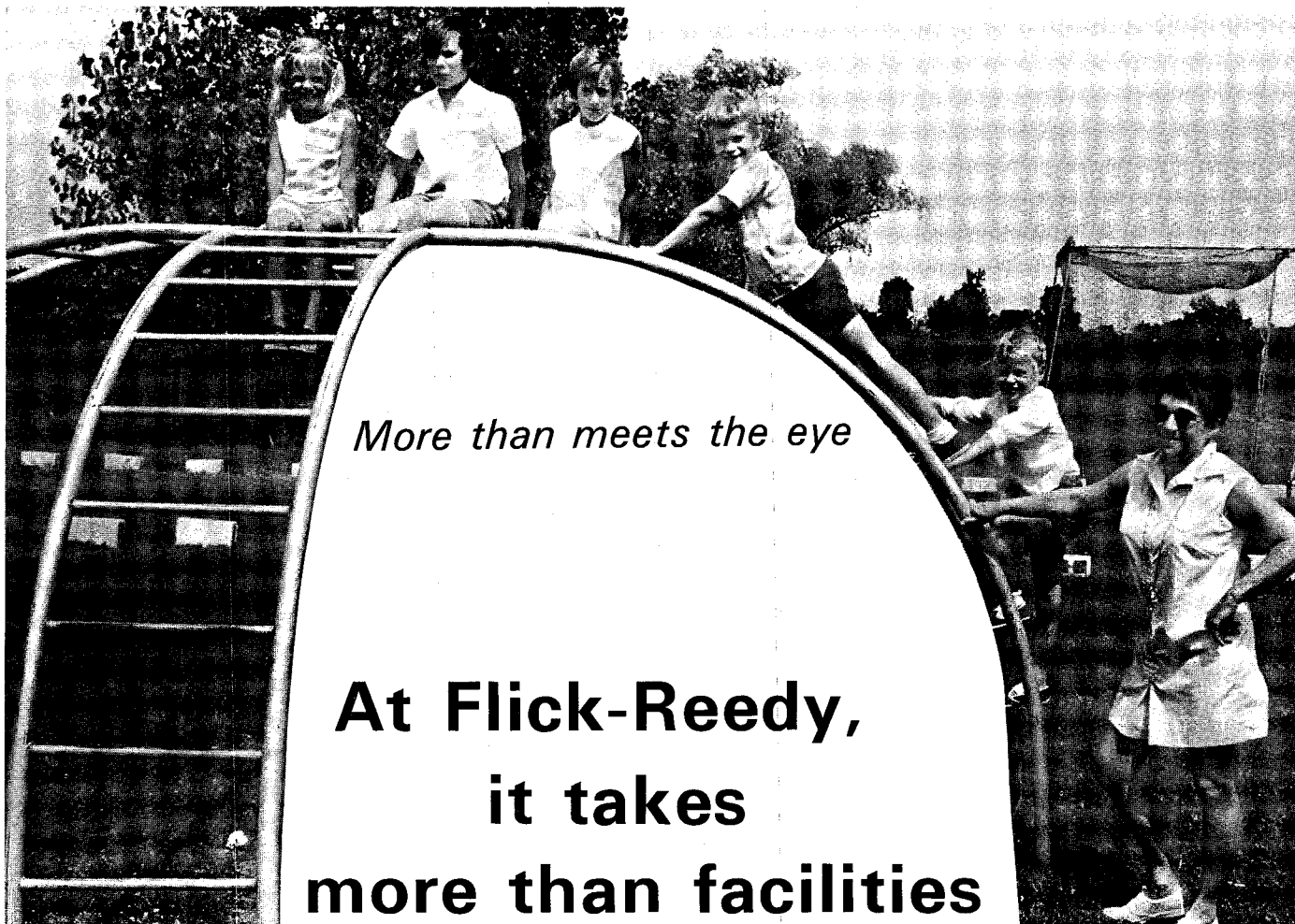
Continued on page 40



The new Industrial and College Leasing Unit is a self-contained archery equipment storage module containing 12 bows, quivers, arrows and all of the basic shooting accessories. The module provides companies the opportunity to initiate an Instant Archery League and may be leased on a Lease/Purchase basis or purchased outright. Details may be obtained by writing Recreation Management.



These awards can be earned by shooting the new Archery Lane Operator's Association Indoor Bowhunter Round. The members of the League must earn the awards in order working up from Bowhunter, to Tracker, to Stalker, and finally to Expert Bowhunter. The awards system is set up to provide you with a minimum 12-week archery league.



More than meets the eye

At Flick-Reedy, it takes more than facilities to form a day camp program

Everything about the Flick-Reedy day camp is right. But this is not easily discernible.

For, you see, the camp is totally improvisational—it has no facilities of its own.

Impossible, you say. Well, this company has managed to prove that it doesn't take a giant corporation (Flick-Reedy has 800 employees) with the most elaborate facilities available to form a program. What it takes are two special ingredients—a company management who cares about its employees coupled with a little imagination. This is what went into the launching of the FR day camp program 11 years ago. And today, the well-run and inexpensive venture serves about 90 sons, daughters, grandsons and granddaughters (ages 6 to 16) of company employees each week.

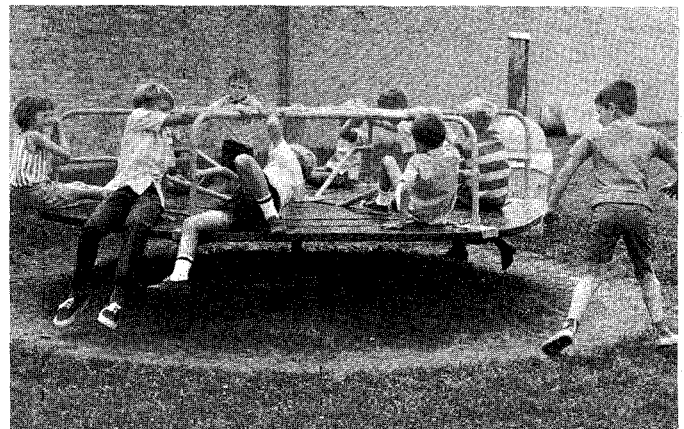
What makes the day camp special? It's more than just fun for children one day a week for nine weeks. The camp affords a unique co-learning experience for the child and his working parent. The camper goes to work with his father and/or mother; eats with his parent; visits his parent on the job (the child is even fitted with safety glasses enabling him to visit his parent in the plant), and he goes home with the parent, thus gaining special insight into what his mother and/or father does each day. In such a manner, FR management is involving the total family in company business.

The camp director, dynamic Mrs. Anne Peterson, is one of the forces that keeps the program going strong. She's an FR staffer who's small in size (only 5 feet tall), but she has a plethora of giant ideas. Without her enthusiasm and the

involvement of company President Frank Flick and Vice President Art Conrad, the camp would not be a reality.

Mrs. Peterson explains that the camp is not a babysitting service, which is one of the reasons it operates just one day a week. It offers most of the services any other camp of its type offers from athletics to educational activities.

What is the cost? It's nominal. All parents are assessed for each child is a \$1 fee per session; so the most it can cost any parent per child is \$9 for the entire nine week period. This fee, Mrs. Peterson points out, covers the cost of handicraft items, film rentals, the graduation picnic and related expenses. Any money left over is used to buy gifts for those who volunteer at the camp more than four times a season. This summer Anne will have two full-time volunteer assistants—pro-



These pictures depict the myriad activities offered to the children of the employees of Flick-Reedy Corporation who attend the company's day camp. The day camp is unique, for it is a program structured around the use of company facilities—it has no facilities of its own.

fessional teachers who are the wives of two FR foremen.

The small staff must be prepared for anything at any time. Since there is no pre-registration (it was tried but didn't appeal to the parents), the staff must have all types of materials on hand at each camp session to meet the needs of all campers, regardless of age.

As a result, the camp schedule is extremely flexible. But as a rule, many children arrive at 6 a.m. with their parents, and one of the mothers registers them. Then all are escorted into one of the rooms or offices used for the camp that day. For the most part, however, the kids are encouraged to stay outside as much as possible. Mrs. Peterson

feels children today must learn how to play outdoors and she has introduced several of the "old time" outdoor games such as "kick the can."

Once the decision was made to keep the children outside, Mrs. Peterson remarks, the company erected a canopy over the patio. This serves two purposes; it not

only enables the kids to play outside when the sun is blazing or when it rains, but it offers employees an enjoyable place to have their lunch in the summer-time.

Game time is next on the camp's agenda. The older kids are assigned to watch the younger children. After this, the campers have their swimming lesson. Mrs. Peterson notes that by the end of the nine weeks, many kids learn how to swim who probably never would have learned. The swimming session is followed by a treat at 10:30 a.m., and lunch periods begin at 11 a.m. and continues until 1:30 p.m. The child is given 1/2 hour to eat with his parents. During the 11 to 1:30 time slot, when he is not eating lunch, the child works on a handicraft project. After the lunch period, there is rest time. Recently, Mrs. Peterson introduced a library time when the older children read to the younger ones. Rest time is followed by a free swimming period.

Additions and improvements are made to the camp schedule each

season. Recent ones include movie time—several cartoons and one educational film are shown during the season.

Mrs. Peterson states that the children enjoy most making and building things. This is why crafts is an extremely popular and integral part of the program, but it can be expensive. Consequently, she advertises in the company newspaper for scrap materials—yarn, egg cartons and so forth, from which the kids may construct yarn dolls, puppets, face masks and similar projects.

And, of course, the company grounds aren't without some facilities which the children use. These include a playground with monkey bars, swings, merry-go-round and hobby horses; basketball and volleyball courts; indoor and outdoor shuffleboard; lagoons where the kids go fishing; swimming pool; auditorium-gym; projection room; baseball fields; badminton and two resurfaced tennis courts. Mrs. Peterson remarks that she will add tennis lessons to the camp schedule in '74.

At the end of each session, there is a graduation ceremony when President Flick hands each child a diploma. Hot dogs are served and games are played. This, Mrs. Peterson feels, is a major event and one of the reasons many enroll their kids in the camp. It's a time when the president of the company can meet his employees' children.

With a day camp program like the one at FR, a strong bond is established between employees and their company as well as between employees themselves. An employee may hear his child saying, "Hey dad, this is my friend from day camp." Or, as Mrs. Peterson relates, recently a college student stopped by FR hoping to find a part-time job. When asked why she chose FR, she remarked that her father had worked there and she had gone to the day camp. She apparently had not considered working any other place.

Such a response is what the FR day camp is all about, Mrs. Peterson concludes. □

Archery

cont. from page 37

As we pointed out before, Indoor Archery is much like bowling. You will need League Officers, a League Handicap System, League Records and the like. However, anyone who currently has a company bowling league set up, will have no difficulty in establishing a company archery league.

So far we've covered only indoor archery. That's only half the story. The other half is Field Archery or Outdoor Target Archery. In Field Archery the archers rove from target to target much like in golf, over a wide-spread area, shooting at different distances and under varying terrain and vegetation conditions. Outdoor Target Archery on the other hand is shot much like indoor archery, at permanent targets generally following a common shooting line. The archer simply

moves laterally along the line from one target to another. The target matts are usually at different distances for each position. This is the type of round shot at the Olympics and in most international competition.

The Fred Bear Sports Club also offers an Awards Program for Field Archery. Complete information can be obtained by writing: Fred Bear Sports Club, Rural Route One, Grayling, Michigan 49738. And the National Field Archery Association (NFAA) has an awards program. Write to: NFAA, Route 2, Box 514, Redlands, California 92372.

If you have available space outdoors you can set up your own field range. The NFAA will send you a suggested field range layout upon request. Or you can probably arrange for your company league to shoot at one of the existing outdoor archery ranges in your area.

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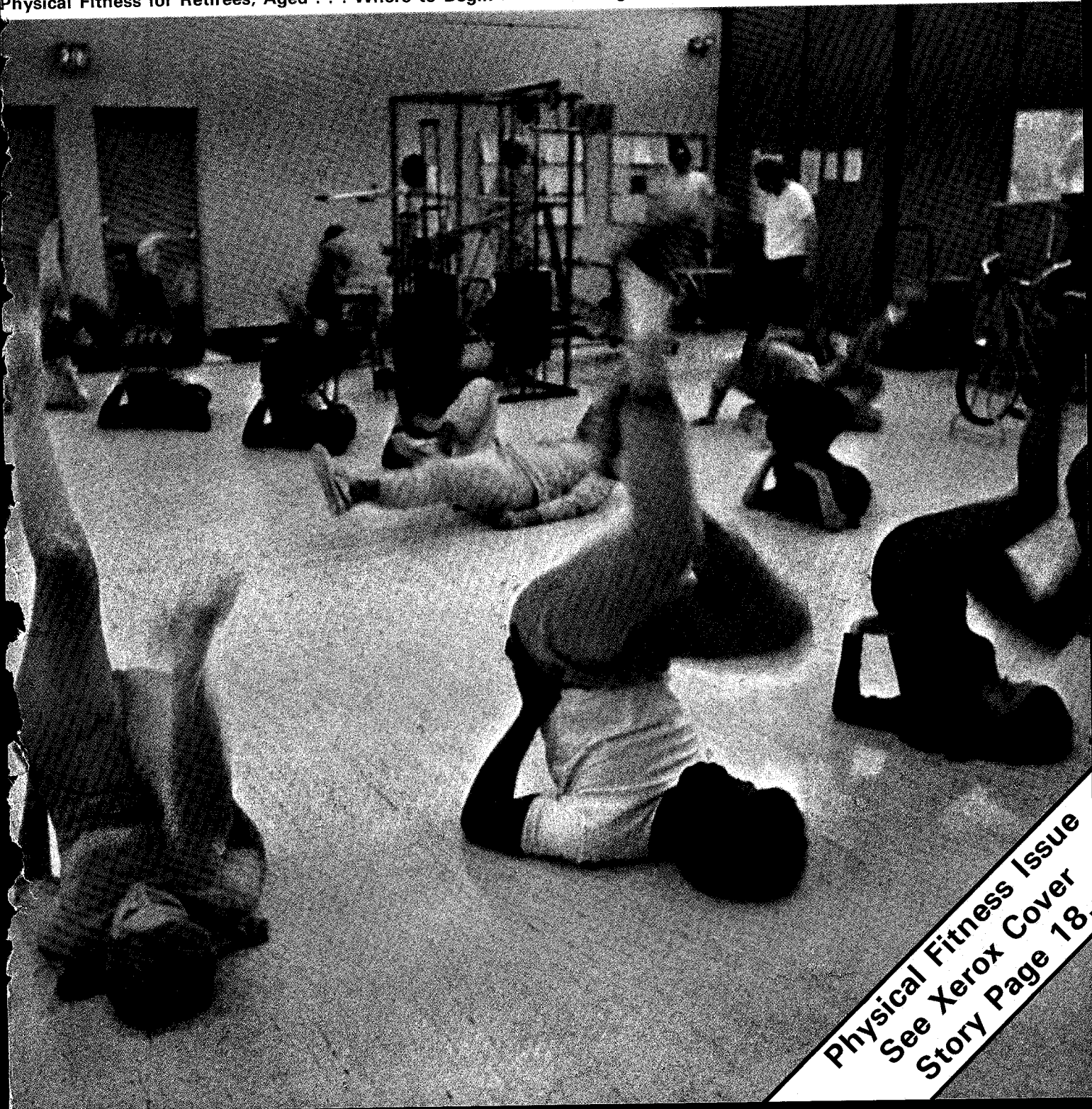


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Physical Fitness for Retirees, Aged . . . Where to Begin a Fitness Program . . . Fitness Programs for Women . . . Atlanta



Physical Fitness Issue
See Xerox Cover
Story Page 18

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recreation management

Volume 17, Number 3

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To the editor . . .

Have Energy Crisis Will Travel?

Thing . . . If Offering Your Employees Travel Information") the national tourist offices possibly could be of help to him. But we assume that he is already familiar with their services.

To the editor:

Two of your stories in the January/February issue of RM magazine caught our special attention.

Your report on the energy crisis was very timely and well-balanced, although we do not agree with Howard P. James that "Americans who plan to travel to Europe in '74 may stay at home."

Germany and Europe for that matter do not have an energy crisis nor do the transatlantic airlines seem to have problems with space.

As far as the "harried" recreation director is concerned (Jan/Feb. article "A Little Knowledge is a Good

Claus J. Born
General Manager for
North and Central America
German National
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**RM invites readers to
submit letters to the
editor.**

Everything you've always wanted to know about fitness . . .

What is fitness? In this issue of recreation management we attempt to define what it is, and how it has changed simultaneously with the changes in the age structure of the population over the past few decades.

Some of the questions we attempt to answer in this issue are: Where does fitness fit into a company recreation program; how much does it cost; should it be coordinated with a medical staff; how many companies have fitness facilities; what are men's versus women's programs like; are there programs for retirees and what should they be like; where do you start a person on a physical fitness

program, and where do you go for advice and assistance if interested in setting up a program.

The cover photograph and cover story photos were taken by Pete Steiner of the Xerox Corporation, which has one of the most elaborate company fitness facilities and programs in the country.

To find out more about company fitness programs, RM did a survey of its company members for this issue and discovered that 25 percent of those answering the survey said they had some type of fitness facility and/or program. Of the 75 percent without programs, many indicated they would like to know more about fitness and how

to initiate a program.

So what is fitness? Fitness keeps people young; it slows down the aging process that begins in the cells and tissues. Fitness helps improve the physical capacity for work and improves job performance. Even an untrained person can, through regular training, improve his fitness. Good physical fitness procures a sense of well-being and good health. The employee on a program of physical fitness, instead of feeling old and worried, experiences pleasure and satisfaction in his job and in life.

The montage of pictures on page 10 shows some of those companies with fitness facilities. A brief explanation of their facilities follows. □

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company profile

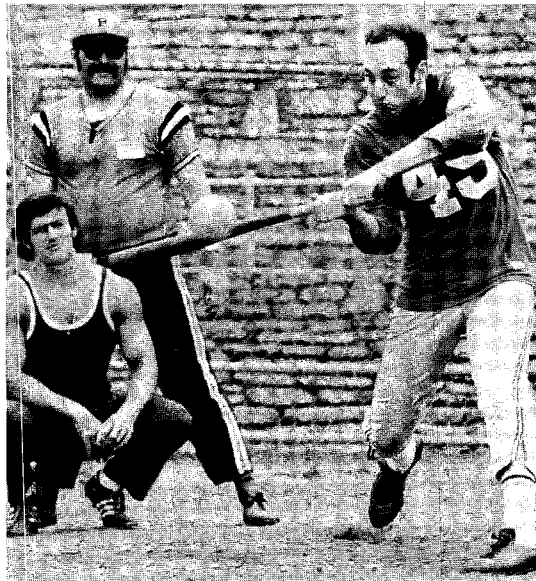
'Quaker found a recipe
that many others missed'

Quaker Oats, Chicago, is a company without facilities, but with a strong employee services program

Because of the proximity of the Quaker Oats Chicago branch to the Chicago River, EAC sponsors a couple of river boat trips during the summer months.



EAC officers are (from left) Paul Hays, Vice Chairman; Diane Hamburger, Secretary; Gary Klow, Chairman, and Ernie Childs, Treasurer.



EAC sponsors the Chicago Quaker employees' teams in intramural and city tournaments and provides the shirts, equipment and entrance fees.



Pony rides are offered at one of the most popular EAC events—the annual company picnic which more than 1,000 Quaker employees and their families attend.

When one steps off the elevator on the third floor of the downtown Chicago Merchandise Mart building, he immediately enters the Chicago branch of Quaker Oats Co., a virtual labyrinth of ultra-modern offices.

But behind this somewhat cold, stark facade, is a warm, special group of people who work together and "play" together; people who share much of their leisure time with the company's blessing and financing. And both the company and employees benefit in many similar ways yet gain different rewards.

The Quaker Oats Co., Chicago branch, doesn't have any in house recreation facilities per se, and downtown Chicago recreational facilities are limited. To erect company facilities in a space in the Merchandise Mart for Quaker employees would be prohibitive in cost—the rents for space in the city are astronomically high.

But logistics hasn't hampered the efforts of the company's recreation association to offer its employees a well-rounded recreation program.

Recreation at Quaker began 30 years ago, when the company was smaller in size and sales. **William F. Debelak**, who is currently corporate secretary, was at that time in Personnel. He organized a committee to initiate an in-house advertising campaign with the theme, "Okay Quakers, eat Quaker Oats." This Committee began to burgeon in size, and one day it found itself sponsoring a company picnic for all office people. Throughout the years, as the company grew in size, more representatives were added to the volunteer committee and today there are 20.

The Employee's Activities Committee (EAC), as it is called today, is headed by a volunteer group. **Gary Klow**, who is the company's purchasing supervisor in the Chemical's Division, is Chairman, and **Paul Hays**, an Engineering Administrator for the Pet Foods Division, is Vice Chairman. The Committee has been assigned two corporate management representatives who



Each year, Quaker holds a golf tournament, subsidized by the Employees Activities Association.

serve as the pipeline between EAC and management.

At the beginning of each fiscal year, Klow works up a budget with the other club officers and submits this to management. Subsequently, an amount is agreed upon and the EAC Treasurer apportions the funds.

Klow describes the EAC as being employee services oriented, which means it offers more than recreational activities. "We make available to employee members such amenities as a membership in the American Buyer's Federation, and each EAC member is given a special Walt Disney Magic Kingdom Club card which is cost-free to the employee. This entitles him to discounts on lodging and so forth at any Walt Disney location. In addition, there are discount tickets offered to all types of events and EAC recently established an employee travel committee which is responsible for planning employee trips throughout the year by working with travel agents to get the best prices and benefits possible."

The EAC program is three-pronged, Klow explains. We are attempting to initiate new special interest groups and club programs, to upgrade current activities and to promote all activities in the best possible way.

About the most popular event, which "eats" almost one-half the EAC budget, is the company picnic held each year traditionally in St. Charles, Ill. More than 1000 employees and their families attend the cost-free event. There are rides, lunch, entertainment (King Vitamin a Quaker cereal character attended last year's event) pony and ferry boat rides, clowns, games, races and prizes. And each employee receives bags of company product.

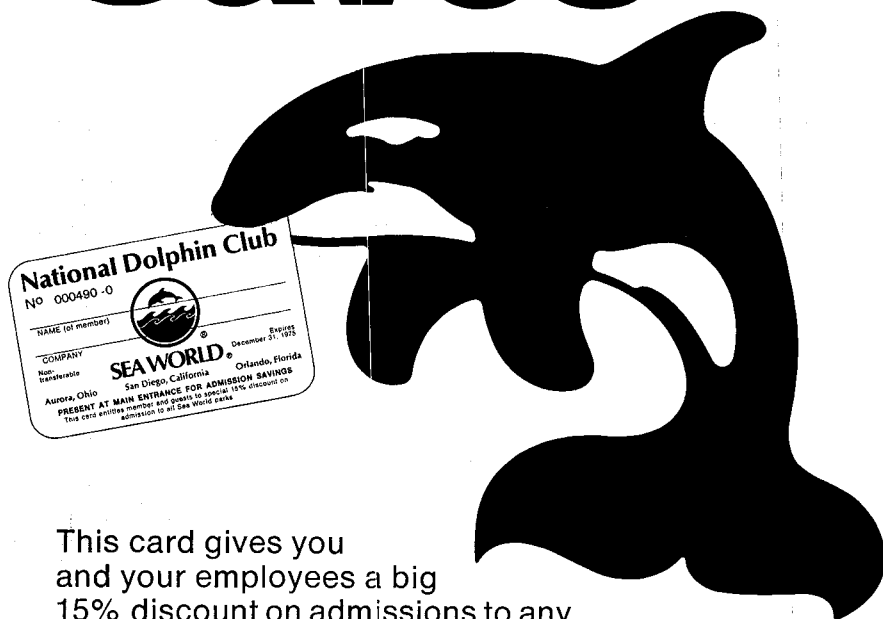
Klow and Hays talk proudly about the winter carnival which entails a trip to a ski lodge or winter resort—again the cost is absorbed by the club. Participants pay only for rental of equipment.

There are dinner-theater parties; an annual dinner-dance party; an annual golf tournament, subsidized by the club, and chess, tennis and bowling matches.

Since Quaker is in proximity to the Chicago River, good use is made of the river boat services. There are two boat trips a year—a noon day excursion on the river and an afternoon cruise featuring music and food.

Other EAC-sponsored activities include softball and volleyball. EAC provides the shirts, equipment and entrance fees for softball. There are intramural softball and

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Quaker . . .

league games and EAC sponsors the team in the city tournament. The volleyball team plays in the park district league.

Tucked away in the center of the maze of offices at Quaker is a space in which recreation activities can be conducted (it serves as the company cafeteria at other times). In addition, recently management gave EAC an enormous office which it uses as a storeroom.

There are a number of improvised in house activities such as is Pancake Day when, the Tuesday before Ash Wednesday which coincides with Mardi Gras, pancakes are served to employees during their coffee break time. A similar event, Halloween Morn is held on Halloween Day, when the cafeteria area is decorated and doughnuts and cider are served free. Throughout the year, EAC sponsors other "eating" holiday events. The Committee will work with the cafeteria staff to serve the appropriate foods and lunches during certain holidays and the cafeteria will be decorated accordingly. On Italian day, for example, Italian foods from one of Quaker's Divisions will be served. And there are other days such as London Day, which was held before a company trip was due to depart to that city.

At Christmas time there is a Toys for Tots program, when toys are collected and donated. A tree is set up in the cafeteria which employees decorate.

Another special EAC sponsored, in house event is the annual Arts and Crafts show, when the company's hallways are filled with employee art. Some is for sale, but most for show. Last year, the audio-visual department was asked to put the show on video tape, and this might be incorporated into the company's training film.

Plans to expand the scope of activities are under way. Innovative Klow would like to start a bridge club; offer yoga and exercise les-

continued on page 52

GOOD THINGS TO READ

WHAT TO DO AND WHAT NOT TO DO TO MAKE LIFE EASIER FOR YOURSELF AT WORK. To learn how to release time and use energy to achieve results, this logically written work is designed to help you learn to do just this. It offers pointers on self-management, and interacting positively with co-workers. A section on time strategy suggests ways to handle the telephone and not get cut off. Coping successfully with correspondence, appointments and callers and organizing meetings are also discussed. Author Al Kelly is Chief Project Engineer with the Electricity Supply Board of Ireland. \$8.95, McGraw-Hill Book Co., 1221 Avenue of the Americas, New York, N.Y. 10020.

IMPROVING PERFORMANCE OF THE EXPERIENCED MANAGER. Guidelines are set out in this book edited by John Humble. The highly practical work illustrates with actual case examples how the experienced manager can develop his own potential and increase the satisfaction available from his job. The first section establishes the needs of the manager and his company, and analyzes them in detail. In the second part, distinguished contributors describe the challenges and priorities of the present decade. The success and failure of a company's contribution to a manager's performance are revealed through five different cases. Price \$12.50. McGraw-Hill, 1221 Avenue of the Americas, New York, N.Y. 10020.

RESHEVSKY TEACHES CHESS. In this book, United States Chess Champion and International Grandmaster Samuel Reshevsky believes millions more would enjoy the game of chess, if they realized that it really isn't difficult to learn. Reshevsky introduces the rules and moves of the game to beginners. Using simple language that adults as well as teenagers can easily understand, he explains chess notations, pieces and their moves, piece exchanges and values, attacks, tactics and basic checkmates. In addition, there are sections devoted to openings, middle game strategy and endgames with examples of endings involving different pieces. \$1.95 paperback; 155 pages, Arco Publishing Co., 219 Park Ave., New York, N.Y. 10003.

CREATIVE DARKROOM TECHNIQUES. This new hard-cover publication from Kodak, filled with idea-provoking techniques for the darkroom buff, provides detailed instruction in such processes as the 1890s art of gum bichromate printing as well as modern posterization techniques. The work is designed for the advanced darkroom worker, and covers such areas as various control techniques, combination printing, the combination of color and black-and-white, high-contrast pictures, the use of reticulation as an art form, solarization and photo silk-screen printing. \$6.95. Eastman Kodak Co., Department 454, Rochester, N.Y. 14650. 292 pages.

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associate profile

BOAC, BEA form new airline; to be called British Airways

When a large international company has spent several decades trading under a well-known brand name it approaches a name-change with some trepidation.

And when it is a merger situation involving two long established airline names the problems, and the potential costs involved in repainting equipment, re-styling offices, reprinting ticket stocks, baggage labels, letterheads, all over the world, are particularly complex—even before the new combined single airline name is marketed to the public and to its own combined staff of 58,000 employees.

This is the situation faced by British Airways Chairman David L. Nicolson who has been working on the merger of BOAC (British Overseas Airways Corp.) and BEA (British European Airways) for two years leading up to the legal formation of the new airline on April 1.

The British government appointed chairman Nicolson to study the operation of the two British national flag carriers and accepted his Board's recommendation to merge them in January last year, together with their associated companies in the field of British regional airlines, hotel, helicopter, aircraft engineering and communications interests into a single organization to be called simply "British Airways."

British airways



The British Airways name began to be used gradually and progressively with "BOAC" and "BEA" alongside at first, paving the way towards the legal creation of British Airways in its own right this April when the old names will be dropped.

The task of creating public awareness of the new name by linking it to the old names initially was carried across into the corporate style changes too. A new livery chosen last summer for aircraft, premises and all other sources of the corporate image is likewise being introduced progressively rather than overnight.

British Airways' 1500 staff in USA now serve one of the world's biggest airlines with international services to more than 200 cities in over 80 countries, carrying 13 million passengers on 222 aircraft.

Throughout the years, chairman Nicolson and his management have made every attempt to involve employees by regular consultation at every stage. The

continued on page 11

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Special folders prepared by the Miller Tours staff for each location are mailed to all participants prior to departure. The additional information contained in these folders is intended to be a "time saver" to the traveler, once the vacation destination has been reached. To further insure personalized service, experienced escorts from our office are on location with every group to look after their needs.

Current Miller Tours destinations include the Hilton Hawaiian Village in Hawaii, The Apollon Palace in Greece, the Hotel de Lagos in (Algarve) Portugal, the Aloha Playa in Spain (Costa del Sol), and the Kings Inn and Golf Club in Freeport Bahamas.

We hope that in the near future we may serve your travel needs.

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associate profile



Ringling Brothers—the Coast-to-Coast Circus

One hundred and four years ago The Greatest Show on Earth became a reality. Today Ringling Bros. and Barnum & Bailey Circus brings its cornucopia of entertainment and amusement to millions of Americans from coast-to-coast. The combination of two identical units (Red 103rd Edition and Blue 104th Edition) will perform in approximately 80 cities this year.

Beginning with its pre-heralded, flamboyant arrival in town (in its sleek silver-colored 34 car train), followed by the traditional "Animal Walk" to the auditorium or arena, the unloading of the various paraphernalia and equipment, the Circus brings with it all the excitement and glamour that can be packed into a "thrill-a-minute" show. Kids will take their parents, and parents will take their kids to this most wonderful and wholesome family entertainment.

Highlights of the spectacular Big Show include international circus stars from all over the globe; elaborate production spectacles; the world's largest Clown Alley, and the greatest gathering of performing animals ever seen. For more than a century the world's oldest and largest traveling extravaganza has maintained a tradition of presenting the most lavish and wondrous spectacles ever seen by "children" of all ages—the American family.

A stupendous presentation of madcap merriment, titillating thrills, aerial action of unbelievable astonishment, dynamic attractions to dazzle the eye, costumes to caress the senses, animals of all sizes and shapes, music of melodious modernity, a sequence of startling surprises and a free-flowing feast of family fun are all present in this spectacular. Alone in its greatness, it continues to amaze and delight millions by proving the impossible can be accomplished. Each year Ringling Bros. and Barnum & Bailey Circus continues to top itself.

The show is produced by Irvin Feld and Kenneth J. Feld, and is staged and directed by Richard Barstow.

Substantial savings through group sales can be enjoyed by your organization. And actual participation by your company or recreation association president as honorary ringmaster or an honorary clown can be arranged. Direct contact with Ringling Bros. and Barnum & Bailey can be made with its Regional Marketing Director.

For schedules and information write Director of Sales, Ringling Bros. and Barnum & Bailey Circus, 1015 18th Street, N.W., Washington, D.C. 20036. Telephone: (202) 833-2700.

Sea World presents center of varied family entertainment

Sea World is the synthesis of two imaginative ideas—to present marine mammals in spectacular shows and educational exhibits, and to provide a center of quality entertainment for families who are enjoying more and more leisure time today.

Best known for its incredible marine life shows, Sea World's performing killer whales, dolphins, seals and penguins astonish millions of Americans each year. Killer whales, considered by many to be the world's foremost predators are curiously out of character at Sea World. They're not supposed to perform circus like flips and spins, or take their trainers for thundering bare-back rides, or gently kiss a lucky guest on the cheek as Shamu does. But then neither are penguins supposed to roller skate, sea lions perform as vaudeville stars, or elephants water ski (yes, water ski)—but they do all this—and much more—at Sea World.

Beyond the spectacle of the shows is another world of visiting pleasure—the displays and exhibits of Sea World. Sea World has pioneered the kinds of exhibits that invite the visitor to touch, see, participate. Keyed to Sea World's "See-Feel-Feed" educational concept are exhibits where visitors may touch marine animals that at other oceanariums or zoos they may only look at, or read about. At Sea World, dolphins, seals, sea lions, deer, walrus, and many varieties of waterfowl

SEA WORLD



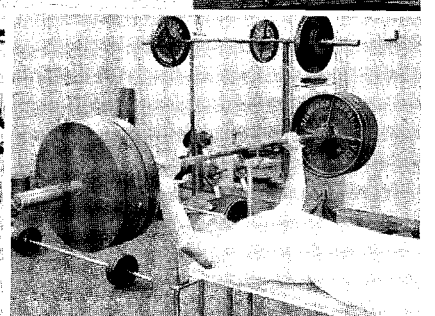
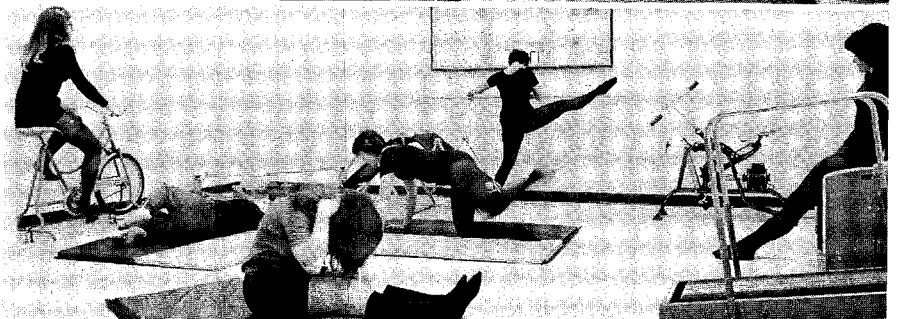
may be hand-fed and petted.

Now a national organization, Sea World boasts the three beautifully landscaped, multi-million dollar showplaces—Sea World of San Diego, located on Southern California's Mission Bay—Sea World of Ohio, open during the summer months, 23 miles Southeast of Cleveland on Geauga Lake—and Sea World of Florida, a sprawling new addition to Orlando's growing vacation mecca.

Each Sea World park has special characteristics of its own. Each is developed and landscaped with special regard to the natural plants, shrubs, and topography of the area. Water, and the sound of it is everywhere. Brooks wind their way lazily down hillsides. Waterfalls spill into foaming pools. Hundreds of benches are scattered throughout the park, clustered under trees

continued on page 11

Companies keep their employees in good shape, good health



Some of those companies across the country surveyed by RM revealed they have everything from rather elaborate physical fitness facilities and programs to a small work out room on company premises, all ranging in price from \$2 million to \$3,000. (Other companies indicated they had a fitness program at a nearby gym, health club or YMCA).

This montage shows a few of those companies with more elaborate "in house" fitness facilities. Prevision Social (bottom middle) with 9,200 employees in Monterrey, N.L, Mexico, has a \$400,000 facility with 500 males and 40 females participating on a regular basis. A professional is in charge and the programs are coordinated with the company medical staff. Fire-

stone Tire & Rubber Company's 9,600 Akron employees (top right), have a gym, shower room, weight room for their use, plus a runners and joggers club. Some 80 males and 46 females participate in programs on a regular basis. Northern Natural Gas Co. in Omaha (top left) with 1200 home-office employees, serves some 400 males and 200 females in its fitness programs,

Associate Profiles

Continued from pages 8, 9

Sea World . . .

and near gardens and streams. Sea World of Ohio was a recent winner of the National Landscape Architects Award—but perhaps the best testimonial to the landscaping effects are the comments from our visitors themselves.

To the recreation director, employer, and group leader, Sea World offers a variety of special group admission plans. Sea World's National Dolphin Club, a unique employee/member relations benefit program, gives companies and organizations the opportunity to pass along a considerable family savings to their employees or members on Sea World admission and at certain local accommodations and attractions.

For information about Sea World, the National Dolphin Club, and other group programs call or write to: Pat Gallagher, Sales Manager, Sea World, Inc., 1100 Sea World Drive, Aurora, Ohio 44202. Phone: (216) 562-8101.

BOAC . . .

airline is divided into seven divisions, each retaining individual loyalties to its own responsibilities but with the aim of creating the feeling of pride in being part of the greater whole.

British Airways will be better able to offer a wider choice in its Employee Program to NIRA members and will be exhibiting at the 33rd NIRA Conference in Atlanta in May.



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RM physical fitness survey

and offers a complete facility with fitness area, sauna, treadmill, showers, etc. Eastman Kodak Company's Kodak Park Division (Rochester, N.Y.) (middle right) offers workout room fitness facilities to 28,000 Eastman Kodak employees. Fitness programs are coordinated with the company medical staff. The PERA club, Salt River Project's 3,000 employees and executives (bottom left) have a \$30,000 facility for men and women with a professional in charge who coordinates the program with the medical staff. Goodyear Tire & Rubber Company's 17,000 Akron employees (middle left) have myriad physical fitness facilities at their disposal, and some 25 males and 30 females participate in each organized class as well as others who use the facilities on an informal basis. Texas Instruments (Texins Assn.) (bottom right) has a \$75,000 facility with 1500 males and 1000 females participating on a regular basis. A number of other companies not pictured have facilities and/or fitness programs for employees. McDonnell Douglas, St. Louis, rents facilities for its 28,500 employees; The Naval Air Station in

Pensacola, Fla., which \$8,000 worth of equipment for 2500 males and 200 females, features an extensive physical conditioning program for about 1,500 flight students; RR Donnelley & Sons, Chicago, is developing a program which would allow its employees full use of a health spa and swimming pool facility at a reduced yearly membership price—located in proximity to the office. Rockwell International in Los Angeles has a fantastic \$2 million facility for its 13,000 employees; Fiber Industries, Inc., in Salisbury, N.C., has a \$250,000 facility and building for fitness (currently not being used for this) designed to serve 2650 employees; Corning Glass Works in New York has a facility for women only; Lennox Industries, Inc., in Marshalltown, Iowa, offers its 1084 employees a high school gymnasium's facilities at a fee of \$2.50 an hour; The Hoover Company in Canton, Ohio, offers its 4,400 employees a program at a YMCA for which the company pays a discount; the Special Services, Naval Regional Medical Center in San Diego has a \$3,000 facility and is in the process of building a fitness area in its new gym which will

contain shower and locker facilities for both men and women at a cost of \$7,500; Keesler AFB in Mississippi, has a complete physical training facility including three Universal gym sets, other varied exercise equipment, matted work out area, competitive weight lifting area and much more; General Electric Co. in Cincinnati has a facility for its 12,000 employees; the Special Services Department, Naval Training Center, Great Lakes, Ill., has a \$250,000 facility offered to all active duty and retired military personnel and their dependents; the Xerox Corporation (see cover story) in Rochester has a \$15,000 executive fitness facility and three other elaborate fitness facilities plus three employee fitness programs. McClellan AFB in California has a \$600,000 facility and work out room with 200 males participating daily and 300 females per month. All programs are professionally supervised and coordinated with the medical staff. And of course there are a number of other companies, too numerous to mention here, which have some type of company-sponsored fitness program. □

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The State of the State Department's Recreation Association

**By Louis R. Mertens
General Manager,
State-USIA
Recreation Association**



**and
Bert Knitter
Program Administrator**



The Department of State Recreation Association may not figure much into international foreign policy relationships, but it plays an important role in the well-being of State employees here at home who are members of the Association.

The State Department in Washington, D.C. is that branch of the Federal Government which, under the direction of the President, formulates and carries out U.S. foreign policy relations with the nations around the world. Wars, oil embargos, natural and man-made disasters, and foreign political upheavals are examples of the problems confronting the Department and its employees.

Mental and physical pressures coupled with Washington's desk-bound bureaucratic life-style, provide prime conditions for heart disease, high-blood pressure and nervous tension. Viable preventive measures can be taken.

The versatile, well-rounded and comprehensive fitness programs of the Department of State Recreation Association, which includes members of the Agency for International Development, the U.S. Information Agency, the Arms Control and Disarmament Agency, Peace Corps and ACTION, provide employees an alternative to tension.

For several years, fitness rooms containing a wide variety of exercise equipment have been available for use by employees. Separate areas are available for men and women with each facility having its own "personality". The women's facility contains weight-reduction equipment and utilizes a space concept featuring open areas for

free exercise while the men's facility is filled with extensive weight-training and body-development equipment. The women prefer organized exercise classes while the men respond best to unstructured programs.

Equipment in the 1300-square-foot men's physical fitness room includes a multi-use 15-station Universal Gym; a knee and leg machine; extensive weight sets—both Olympic and regular; a heavy bag



Mrs. Helen B. Semler, Director of Women's Fitness Programs.

and a speed bag; two stationary bicycles, a steam cabinet and lockers, showers and a changing area.

The women's fitness room of near-equal size features a nine-station Universal Gym; a knee and leg machine; a mechanical Exercycle as well as a stationary bicycle, a rowing machine; Swedish stall bars; a massage roller; two wall-pulley units; a sit-up board; a health-belt massager; an individual sauna and lockers, showers and a changing area.

A part-time fitness specialist is on hand in both areas during peak usage periods to explain equipment usage and to prescribe a fitness program designed to meet individual needs. A series of permanent visuals, designed for independent learning, depict recommended exercises for development of the muscles.

Conspicuously absent in both

areas are treadmills. Thanks to the area's temperate climate, it is possible to jog outdoors year-round. Joggers in State and AID do substantial distance work and prefer to make use of the abundant park areas rather than be confined to stationary machine type apparatus.¹

Cardiovascular activities such as cycling and jogging are encouraged through our facilities by incentive programs such as The President's Sports Award program, jogging progress charts and jog-alongs, in which a staff member acting in an advisory capacity accompanies new joggers providing helpful, on-the-spot instruction.

However, exercise rooms in and of themselves do not make up a fitness alternative that is acceptable to everyone. Therefore, instructional classes provide an additional motivational aspect to our total fitness program. Women's classes incorporate elements of free exercise, modern dance, yoga and slimnastics, all accompanied by music. The hour-long classes are conducted four times a week by professional female instructors. Forty women participate in these programs on a regular basis.

An extensive program specifically designed for cardiovascular fitness recently became operational. Designed by the DSRA, this multi-agency program for men and women utilizes personnel from George Washington University and facilities at both the Department of Interior and the State Department. Participants are from several government agencies. The program consists of a series of tests to determine the fitness level of the participants prior to beginning the program; exercise sessions designed to promote physical fitness and on-going as well as follow-up testing to determine the effect of exercise in terms of individual fitness levels. Tests include a sub-maximal treadmill and bicycle EKG, blood pressure and heartbeat

monitoring, recovery rate, skinfold calibration, and a step test.

In addition to indicating individual capacities for physical performances and giving a graphic representation of improvement, the testing program provides incentive to the exercise program. The classes consist of calisthenics, jogging and group games designed to improve individual fitness levels. Guest speakers, films and handout materials covering such topics as cardiovascular health, ways of lowering cholesterol levels and interpretation of individual test results round out the program.

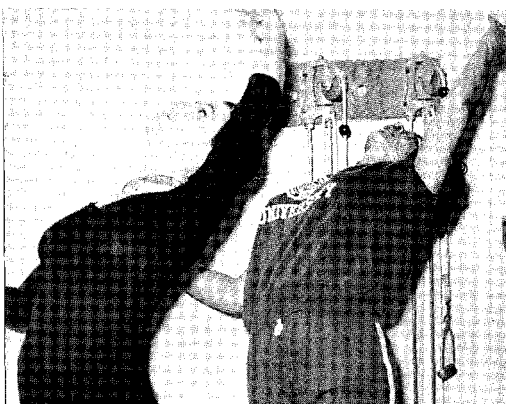
Inter-agency cooperation in joint fitness activities is another aspect of our total program. Last November, the DSRA implemented the first inter-governmental jogging competition in the Washington area. Held during the lunch hour between the Pentagon and the State Department, more than 150 Federal employees—both men and women—participated. Since then, the Recreation Association has sponsored two other competitions involving NASA, World Bank and Department of Transportation personnel. A complete summer schedule involving other agencies is being planned. Participants are awarded certificates on completion of the jog, which can vary from two to four miles. Jogging is emphasized throughout our fitness program because of its proven effect in terms of improving cardio-respiratory and cardiovascular health.

As an added service to members and non-members alike, the Association sponsors lectures and films on various health and physical fitness aspects. The special programs usually are announced agency-wide.

As our programs become known throughout the Washington, D.C. community, we often are asked to assist other agencies in the development of their fitness programs. Recently, our staff performed this consultant function with the International Monetary Fund, the Department of Interior and the U.S. Information Agency. □



Incentive programs provide positive motivation for these State Department executives who are involved in a special fitness program.



Participants in the "Shape Your Future" Women's Fitness Program.

¹So that the reader does not misconstrue this point, we do use treadmills for cardiovascular testing purposes, but do not use them as workout apparatus.

As more companies provide fitness for employees . . . the President's Council on Physical Fitness and Sports can be of tremendous service

By James L. Daniell



The author is Vice President for Marketing Services of Rockwell International and a member of the President's Council on Physical Fitness and Sports. He heads the Council's advisory group from business and industry and has been instrumental in expanding Council contacts with private enterprise and its services to employers.

One of the most encouraging results of the national concern about physical fitness is the growing trend in big business toward the provision of exercise facilities and programs for employees. When the President's Council hosted the National Conference on Physical Fitness in Business and Industry last October, more than 300 persons showed up and sat through two days of discussions and demonstrations. Ever since, the Council offices have been bombarded with requests for information and advice.

Quite simply, business is awakening to the fact that the employee fitness program can be a good investment, paying dividends in the form of higher morale, greater productivity and less absenteeism. **Dr. Richard H. Morrison**, who pioneered Rockwell International's program for executives, puts it this way:

"If our program saves the health of just a few executives, and I believe the score is already much higher than that, the cost will have been more than repaid. A healthier executive is a more effective employee. He contributes more when he is on the job and, because he's healthier, he spends less time off the job. And to the extent the program reduces the occasions for replacing the executives who are ill or have died, it pays its way—and nets incalculable dividends in morale and human hope."

Statistics bore most of us, so I

will be mercifully brief in my presentation of them: Heart attacks cost American business 132 million workdays per year. This year more than 100,000 men, many of them at the peak of their value to the companies they work for, will die of heart attacks.

These are the problems which the employee fitness program is designed to alleviate, but accompanying gains in employee morale and loyalty are a welcome bonus.

As might be expected, there is no single, agreed upon approach to the company program. Climate, type of community, and number of employees are among the factors influencing the kind of facilities which are needed, or which can be provided.

Phillips Petroleum Company, which is located in a relatively small Oklahoma town, has an elaborate gymnasium, a large swimming pool, exercise rooms, bowling lanes and a tennis court, all in the main headquarters building. The compact and efficient exercise laboratory, equipped with treadmills, stationary bicycles, weight stations and situp boards, is a favorite of firms in crowded urban areas. Many smaller companies arrange for blocks of time at nearby YMCAs.

One of the more promising new approaches deals with several of our society's most urgent problems. Some companies are building dressing- and locker-rooms, where employees who walk, jog or

'business has awakened to the fact that employee fitness can be a good investment, paying dividends in the form of higher morale, greater productivity and less absenteeism . . .'

ride bicycles to work may shower and change clothes before reporting for duty. This approach has the advantage of being able to serve large numbers of employees, and it helps ease energy, traffic and pollution problems as well.

While recognizing the desirability of a variety of approaches, the Council has developed six simple guidelines which it believes can be applied to most programs. They are:

1. The program should be an adjunct of the company health program.
2. It should include a medically-oriented screening test as a criterion for participation.
3. A person knowledgeable about exercise and fitness should direct the program.
4. Exercise should be tailored to individual needs.
5. Participants should be encouraged to compete against their own performances, not against each other.
6. There should be periodic evaluation to measure progress and to aid in program design.

Companies starting an employee fitness program for the first time should seek expert advice. To help meet this need, the Council staff has increased its services to the business community. Firms expressing an interest are automati-

cally enrolled in the Council's Business and Industry Program and begin receiving *Trimlines*, a newsletter which contains tips on program design, suggestions regarding equipment and facilities, and information on program organization, administration and finance.

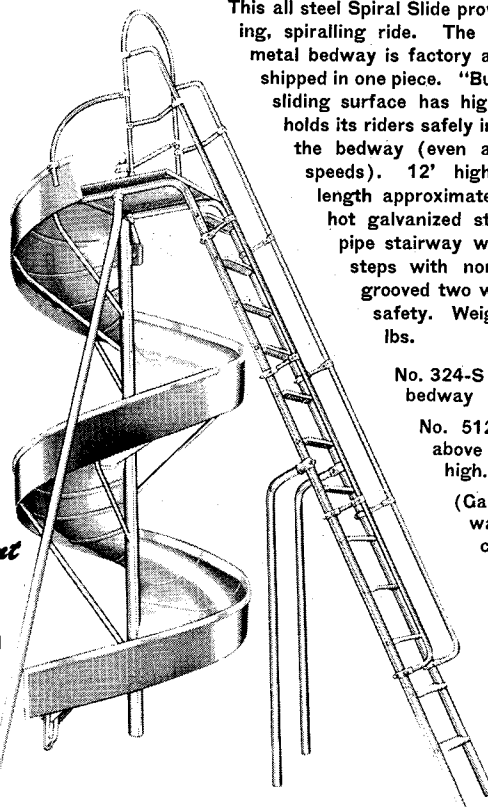
In addition to receiving the newsletter, companies enrolled in the program also are eligible for consultant services. Council staff members designed the NASA Physical Stress Laboratory and also have helped with the design of programs and facilities for Metropolitan Life Insurance, Mobil, Exxon, American Can and many other companies.

Interested companies also can obtain a list of firms which have outstanding programs.

Beyond this, the Council conducts a continuing series of medical symposiums and regional physical fitness and sports clinics. Representatives of business and industry are invited to attend and participate. Council staff members will even arrange a clinic or symposium tailored to a company's needs, if the company is willing to pay the costs of such a meeting.

We believe the time is right for dramatic advances in employee fitness programs, and we'll do all we can to help. Just ask us.

For more, see page 52



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Women's Fitness: Are We Fooling Ourselves?

Most women's programs today concentrate on slimnastics with an emphasis on physical appearance, but such programs are failing to develop or maintain adequate levels of physical fitness

By Donald A. Fredericks
Xerox Recreation Association



At Xerox in the physical fitness programs, it's a woman's world as well as a man's. Women are encouraged to participate in more than just slimnastics and these three are using the fitness equipment along side the men.

The majority of women's fitness programs offered by industries today are failures. Why are they failures? Is it because of poor attendance, or poor facilities, or inadequate instructors? No! They fail because the participants enter the class with misconceptions of what fitness is, how you achieve it and its value. For what purpose do women enter a fitness class? For most, the purpose centers around **physical appearance**; the contours of their body. To look slimmer, fit into last year's bikini, build the bustline, flatten the stomach are the reasons many women enter exercise programs.

So, what do we do as good recreation administrators? We program exercise classes that concentrate on meeting these needs and give the class a title such as slimnastics. We don't want to scare anyone away by calling it an exercise or fitness class.

While most slimnastic classes are setting attendance records, they are failing to develop or even maintain adequate levels of physical fitness. Why? Because real fitness—dynamic health—does not depend on dress size, or muscle

tone or a flat stomach. It does, however, depend on the cardio-respiratory system to meet the stresses of modern life. As long as slimnastic classes are concerned with bust size rather than with pulse rate, they will fail. We, as administrators, will also fail until we educate our women of the need for cardio-respiratory training and motivate their participation in such programs.

Training the heart and lungs begins with some type of continuous, rhythmic and sustained activity involving moderate exertion of the large muscle groups of the body. Activities such as brisk walking, swimming, cycling, ice skating and easy jogging will elevate the pulse rate and can be sustained over a sufficient period of time to produce the desired training effects. In addition, these activities provide a restful, relaxing atmosphere and often prove to be a quite successful method of figure control.

Why have women been resistant about pursuing "endurance" type or aerobic type exercise programs? The prime reason for resistance to aerobic programs is probably the same reason that attracts women to slimnastics in the first place. Women exercise for figure control, body improvement, and shy away from jogging, cycling, etc. because it's not feminine or ladylike. In addition, many women are under the misconception they will develop large leg muscles and end up looking like lady wrestlers. Finally, opposition often comes because women equate adult fitness with activities that involve competition and the "sport" activities that carry over from high school.

We have a tremendous challenge before us. Successfully programming women's fitness will only be attained when our employees understand the importance of aerobic or endurance type activities.

The physical fitness programs offered to employees at the Xerox Corporation in Rochester, New York, provide the opportunity for both women and men to work together to develop and maintain an effective endurance type exercise

program through regularly scheduled classes. It is done on a volunteer basis during the employee's lunch hour or after work. Participants are medically screened before entering the program and are assessed \$28 yearly.

Briefly, the exercise program consists of three phases. The first is a group warm-up session of 10 minutes stressing flexibility and joint readiness. The endurance training takes place during the second phase and most often is accomplished through brisk walking or slow steady jogging. The third phase consists of exercises designed to strengthen and/or tone-up the muscular system. This is most commonly done through the use of the Marcy weight machine. Endurance training of the muscles is stressed by using light weights and a high number of repetitions. This third phase is also the time when individual's work on specific areas of the body such as sit-ups for the waist. Each individual participant's exercise program is based on the three phases outlined above. There are, of course, variations available based on particular needs and desires. These individual variations are easily adopted into the basic fitness program with guidance from the trained professional staff.

The Xerox fitness program has been extremely successful. Attendance levels remain high as the program operates at maximum capacity. In addition, such basic physiological responses such as resting pulse rate, pulse rate recovery and blood pressure show dramatic improvement in most participants.

Finally, and perhaps most important, are the psychological feelings expressed, the everyday enjoyment of physically exercising, the exuberance that results from a good work-out. Our employees participate not only because they hope to prevent the onslaught of degenerate diseases as they grow older, but also because they function more effectively in their everyday life while they are participating in a successful employee fitness program. □

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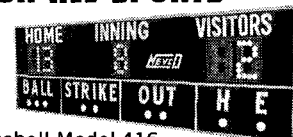


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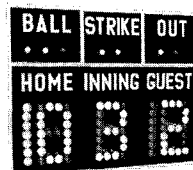
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Giving vitality to retirement

Second in a series on the retiree

Retirement in and of itself is neither good nor bad. Retirement depends entirely upon what kind of person you are at the time and what you bring to your later years. If you bring nothing but the memory of having been a good worker, you are probably right to think of yourself as walking into a gray and frightening experience. However, if you bring self-confidence and an understanding of your potential, along with a nurtured flair for happiness; if you can develop a *whole man* concept, the latter part of life will be the fulfillment of your past struggles rather than the flickering light before darkness.

Industry has responded to the various needs of retirees for many years and it would seem that a natural outgrowth of this concern is an effort to provide the method and means to maintain and improve the health of those individuals who have contributed a good share of their life to our industrial success.

We who have accepted the challenges of giving leadership to industry in the recreation and fitness fields must not neglect the whole man concept in providing programming for our retirees.

Fitness can, should and will be an integral part of industry's role in helping the retiree get more vitality in his new life. The aging process is not as inevitable as it seems to be portrayed and imagined by so many people.

Our retired employees should be educated to the fact that a large loss of vitality in our later years is a result of disuse rather than the "aging process". Exercise can slow down this process by making the various tissues and organs more adaptable and efficient. The committee on aging of the American Medical Association in its report *The Health Aspects of Aging*, says: "Exercise helps maintain muscle tone, including that of the heart itself; promotes a milking action of the muscles on the veins, thereby assisting in venous return of the blood; promotes an improved digestion, mainly through relief of tension, helps to control obesity, and causes deeper respiration, thereby improving the gaseous exchange and the state of the lung tissue." Although there is a definite need for more research on the many faceted subject of exercise and aging, enough is now known to state as a fact that exercise retards the aging process.

What direction shall we take? Just as in so many of life's situations, to define the problem is one thing, but to solve the problem is quite another. The kind of exercise program that an older person should do is largely an individual matter.

The late Dr. Paul D. White felt that it should suit the person's strength, ability and interest. However, one should use certain intelligent attitudes in outlining fitness programs for retirees. Competition when it stimulates the undue calling up of the will to perform some feat of strength or endurance is foolhardy and should be avoided. The following are some general concepts and principles which may serve as a guide in planning your retiree fitness programs.

1. If your employees participate while they are actively working for the company, they should be anxious to continue after retiring. Programs which are medically oriented and not associated with competitive sports have far more applicability for retiree participation.
2. Encourage retirees to participate with regular participants. This will give credibility to the fitness concept by letting others see their own potential in later years and could very well be a strong motivating force.
3. Program content should emphasize limb and joint flexibility as well as moderate endurance activities.
4. Health and Fitness Seminars can become an important part of your retiree club program. Bring in medically and physiologically oriented specialists.
5. Don't underestimate the strength and vitality of the aged. Often all they need is some intelligent leadership to get them going.

A retiree can contribute a great deal to his family and community. His social relationships are more meaningful and expanded when he has established a sound, healthy life style. An individual cannot participate in a regular physical fitness program without having an impact on every aspect of his life. It is not the increase of physical endurance that is so significant, but the increase in the vitality of the "whole man".

What makes Felix Evangelist Run?

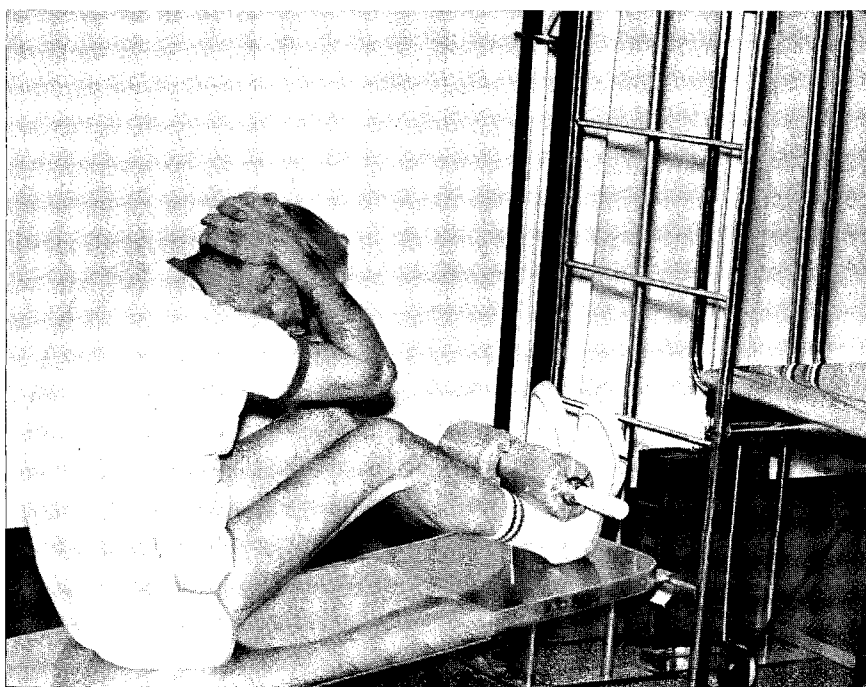
What makes retired Xerox Vice President Felix Evangelist, 63, run—two miles a day?

As Evangelist explains, it keeps him feeling good. Although he recently retired from the company, he still participates almost daily in a physical fitness program. He became interested in physical fitness in 1967, after a brief illness. Evangelist states that in retrospect, he might not have become ill if he had been involved in a fitness program earlier in life.

In evaluating the advantages of a company fitness program, Evangelist states, "Physical fitness facilities on company premises allow the employee to reduce the tension inherent in any job today. Without having to leave the company environs, he can take out his frustrations on the treadmill, or fight to run a mile or more rather than fighting on the job. I feel it's important to one's performance on the job, for fitness enables the employee to put his mind and his body to work on something other

than work."

When Evangelist began the program, after three months he ran 1/2 mile at 5-1/2 miles per hour with a pulse rate of 160 beats per minute. Today, he jogs two miles daily at 6 m.p.h. with a pulse rate response of 112 to 120. Most men at age 25 to 30, who are not involved in a regular fitness program, would have pulse rate responses higher than this, states John Lasco, head of the Xerox Stamford, Conn., fitness facility. □



Pictured are the various stages in Felix Evangelist's physical fitness training each day. (Upper left) A typical warm-up exercise. (Upper middle) Uses Marcy gym apparatus for arms and upper chest muscles. (Upper right) He runs two miles on a mechanical treadmill; jogging is an integral part of his daily program. (Bottom) Sit-ups on a slant board, one of a series of warm-up exercises.



nira news

Steve Waltz appointed to NIRA Board

Steve Waltz, Recreation Director, Cummins Engine Co., has been appointed to the NIRA Board as Region III Junior Director. The appointment was made by the other two Regional Directors, **Gene Miller** of Michigan Bell Telephone Co., and **Richard N. Powers** of I.M.A. of Flint, Michigan, in accordance with the NIRA bylaws.

Waltz replaces Robert E. Eppley, who recently resigned from the Board.

NIRA distributes 11,880 discounted boat show tickets

NIRA, in a special promotion with the Chicago Boat & Sports Show, distributed 11,880 discounted tickets to Chicago area NIRA members and their families.

Regular admission to the show at McCormick Place was \$2.50, but the discounted tickets enabled Chicago area NIRA members to get into the show for \$1.25.

To publicize the availability of the tickets, Chicago NIRA members received notices in the mail; orders for tickets came into NIRA headquarters; the orders were filled, and tickets were sent to recreation administrators who distributed them among their employees.

NIRA encourages company members in other parts of the country to get discount tickets to their local events for employees. For advice on ways in which to handle problems that may be incurred if trying to get discount tickets, contact NIRA headquarters.

PEPCO offers members opportunity to purchase family memorials

PEPCO, a subsidiary of LACEA, a NIRA company member, recently offered its members an opportunity to purchase family memorials at Rose Hills Memorial Park, according to Charles A. Maple, President, PEPCO (Public Employees Purchasing Co., Inc.).

Since the offer was initiated, more than 1,300 members established Family Memorials in the special section created exclusively for LACEA Members and their families.

Air France reports land packages in France down 15%

Air France reports that with the rise of the dollar and the floating of the franc, land packages in France have decreased in price by at least 15 percent.

—a Paris package including 6 nights at a First Class hotel, continental breakfast every day, welcome cocktail party, Paris sightseeing, lunch-cruise on the Seine, round-trip transfers previously priced at \$108 Net, now costs \$91.00 Net.

—a deluxe tour of the Wine Country including one night in Paris, 5 nights in Burgundy and Beaujolais regions complete with gourmet meals, visits of famous vine yards, wine tasting parties, etc. . . . previously priced at \$300 Net, now costs \$255 Net.

New Ad Manager joins RM staff

Michael D. Morelli has joined the staff of Recreation Management Magazine as Advertising Manager. He will also serve as NIRA National Sales Director. He succeeds **Michael Luckenbach** who has accepted a position in the Chicago headquarters of the Nationwide Leisure Corporation, a group travel wholesaler and new NIRA Associate Member. Luckenbach is responsible for handling all Midwest Group Sales.

Morelli was graduated from the College of St. Thomas, St. Paul, Minn., where he was a charter member of Phi Sigma Epsilon, a social service fraternity. He holds a B.A. degree in sociology from that college.

Upon graduation, he was hired by a convention management firm in Chicago to manage the old Chicago Coliseum. Subsequently, he took a position as accountant in the office of the State Auditor.

Prior to joining the staff of RM, he was Midwest Area Sales Manager of Sofico Vacations.

In addition to being an avid sports enthusiast, he is a breeder of racing Quarterhorses.

Six-Flags brochure offers information on outings

Six Flags Over Mid-America, a NIRA Associate Member, has prepared an interesting and informative brochure on "How to Plan and Organize an Outing." For a complimentary copy, contact James Wright, General Sales Manager, Six Flags Over Mid-America, Box 666, Eureka, Mo. 63205.

Award recipient



Ken Wattenberger, Executive Director of the Lockheed Employees' Recreation Club, was recipient of the NIRA National Champion Promotional Awards Contest plaque in '73. Lockheed prepared the best and most inclusive brochure describing its company recreation program.

Recreation asks fair share of non-priority energy

Mike Brecka, retired Recreation Director of White Farm Equipment Co., Minneapolis, reports that 200,000 Minnesota jobs are dependent on recreation. Brecka, along with the North Central Marine Association, published an ad in the Minneapolis newspaper urging recreation directors and other professionals in the recreation field to tear out the ad, sign it and mail it to their congressman. The ad asks that recreation be given a fair and equal share of non-priority energy.

Firestone plans to beat the energy crisis

Firestone Tire & Rubber Co., a NIRA Company Member, has devised a clever way to beat the energy crisis while trying to clean up the environment, according to an article in the *Washington Star-News*.

The key element in the plan is the 245 million used tires thrown away in this country each year. These tires have created a disposal problem. However, engineers want

to burn the tires to fire a steam boiler to supply power to one of the Firestone plants. The boiler, which would cost about \$3 million and take three years to build, would burn about 10,700 tires to create 100,000 pounds of steam—saving equivalent to an estimated 20,000 gallons of gasoline a day.

CIRA holds 13th annual Music Festival

The Columbus Industrial Recreation Association presented its 13th Annual CIRA Music Festival recently featuring Avon Gillespie as conductor.

Participants included members of industrial recreation program music clubs throughout the state. Included were the Rockwell International Concert Band which performed the **1812 Overture**; the Nationwide Insurance Company which performed **Wohlauf Noch Getrunken**, and Western Electric Company which performed **Americana**.

Goodyear cited for achievement in fight against water pollution

Goodyear Tire & Rubber Company was recipient recently of the 1973 National Gold Medal Award for outstanding achievement in the fight against water pollution.

The company stand is, in the words of **Russell De Young**, Goodyear's Chairman of the Board, an interest in working to insure that Goodyear does not and will not pollute the water and air in communities in which it operates.

Implementing the policy is a corporate Committee on the Environment.

Correction

The phone number of Hockenberger & Co, House of Golf, listing in the December Buyer's Guide was listed incorrectly. The correct number is (419) 382-8984.—Ed.

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The Atlanta

Atlanta is a boom town of progress and prosperity. Atlantans know their city is going places and are proud of it.

The first foundation of the city was laid in 1836 when a group of surveyors commissioned by the State of Georgia to build a railroad, drove a stake in the heart of a willow swamp six miles east of the Chattahoochee River in DeKalb County and called it all that it was then—"Terminus."

Visitors to Atlanta will find rich treasures of music, drama and visual arts for their enjoyment and edification.

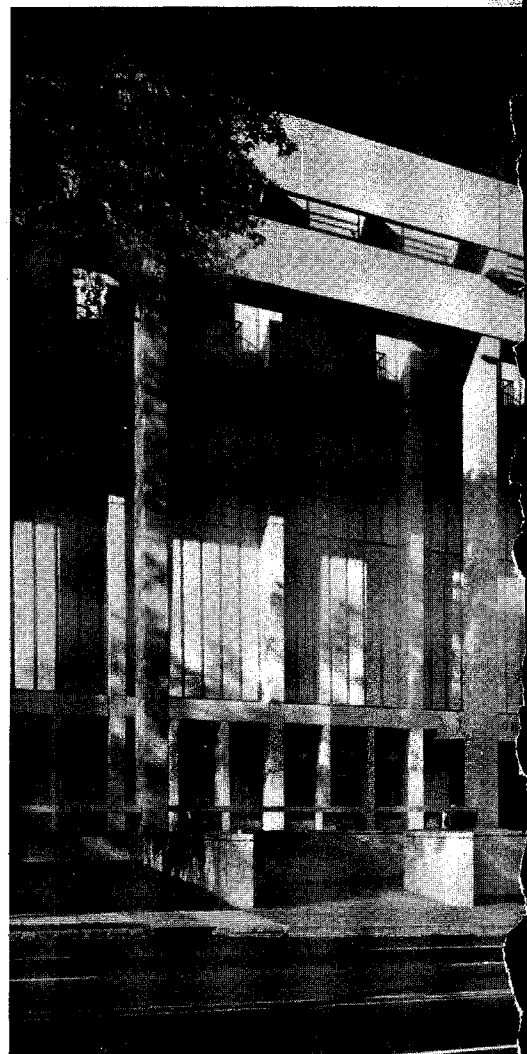
The Atlanta Memorial Arts Center, which was dedicated in 1968 to the 122 Atlanta art patrons killed in a plane crash in Orly, France in 1962, is located at 1280 Peachtree Street. The Center, a magnificent building, houses all of the visual and performing arts in Atlanta. The building includes Symphony Hall, The Alliance Theatre, the Studio Theatre, the Atlanta School of Art, and, the High Museum and Walter Hill Auditorium.

Atlanta also supports a diversity of repertory drama and musical theatre and books many of the major national road attractions in theatre, opera, ballet and concert soloists. **Theatre of the Stars** has a winter play season (January-

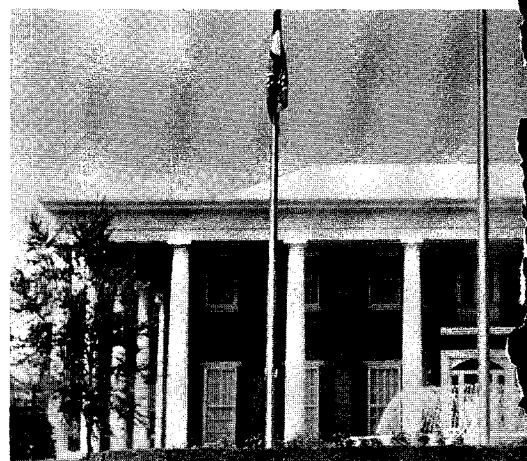
March) at the Peachtree Playhouse, 1150 Peachtree Street, N. E., and a summer season (June-August) at the Civic Center. **Alliance Theatre** in the Memorial Arts Center presents its season January through May, and the **Barn Dinner Theatre** in Marietta offers year-round productions accompanied by dinner. Noteworthy literary shrines are those connected with Joel Chandler Harris and "Uncle Remus", Margaret Mitchell and **GONE WITH THE WIND**.

Atlanta offers numerous scenic and historical sites for interested tourists.

The Atlanta State Farmers Market is located 10 miles south of Atlanta on I-75. This 146-acre farmers market is among the largest in the world. In addition to being an outlet for the Georgia farmer and distribution center for wholesalers, the retail "country store" area is extremely popular with locals and visitors. Three hundred sixty-five days a year, 24 hours a day, fresh fruits and vegetables, smoke-house meats, hen-house eggs, peanuts, honey, home-canned pickles, relishes and preserves are available. Products, of course, change with the seasons and certain times of the year lend themselves to special activities. The Paintin' and Pumpkin Arts and



Atlanta Memorial Arts Center houses



Georgia Governor's Mansion is in the area. It is done in Greek Revival architecture.

Some Facts About Atlanta

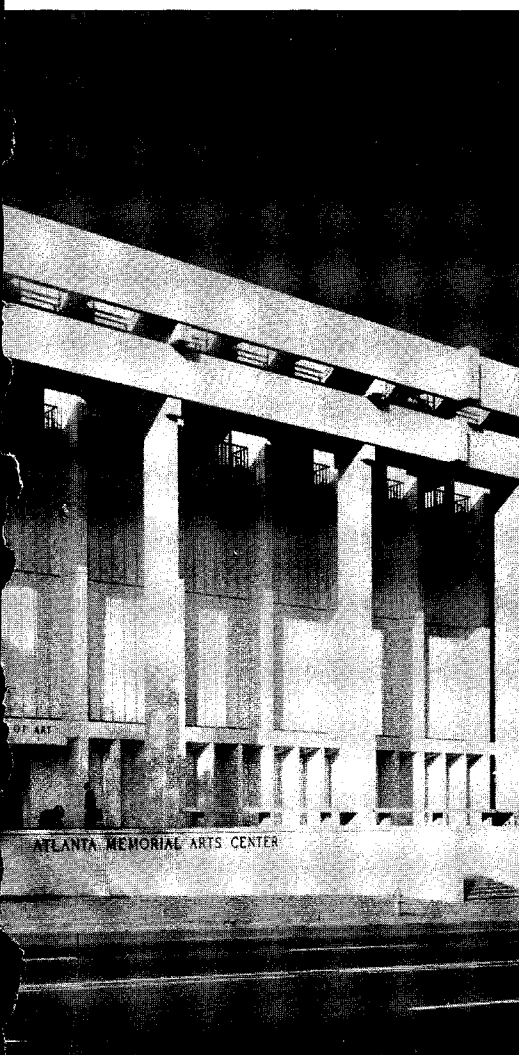
Climate

Temperature:	Normal High	Normal Low	Average Precipitation
May	79	59	3.1 inches

Dress

For women, dresses and tailored pants suits are both worn in the downtown area. Evening wear ranges from tailored to cocktail. A coat and tie is a must in most of the lounges and restaurants for men. During the summer months, light cottons and summer knits are most suitable; while in the early spring and late fall, knits and evening sweaters are worn.

Adventure



of the visual and performing arts.



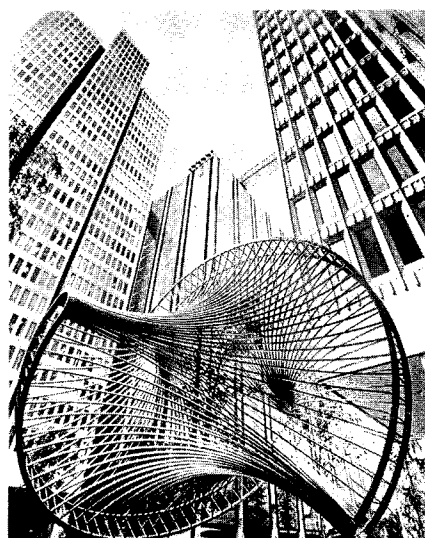
heart of the northwest residential
ecture and furnished with Federal

Craft Festival in the fall and Watermelon Day in July are two.

Bulloch Hall located in Roswell, Georgia is 20 miles north of Atlanta and is the home of Teddy Roosevelt's mother. It is on the National Register of Historic Houses and has been described as one of the most important Greek Revival houses to survive in Georgia. Candlelight tours at Christmas and during Dogwood Festival are a specialty and recreate the charm of this antebellum home as it was during the childhood of Mittie Bulloch.

The Cyclorama which is located in Grant Park, 3 miles southeast of Atlanta, depicts the Battle of Atlanta in July, 1864. It is the largest painting of its kind in the world measuring 50 x 400 feet and weighing 18,000 pounds. In 1936, the addition of civil war fragments, blasted tree stumps, and clay figures gave a third dimension to the painting.

The Ebenezer Baptist Church, pastorate of the late Martin Luther King, Jr. is located at 413 Auburn Avenue. The grave of Dr. King is



This striking piece of sculpture is "Early Mace", one of the many works of art found in the Peachtree Center complex which comprises a hotel, restaurant, shopping and business center.

next to the church and on the site of the future Martin Luther King Memorial Center.

Underground Atlanta—this "city beneath the city" is popular daytime for shopping and lunch, and nighttime for dining and entertainment. The oldest section of the city, it was covered by a vast viaduct system over half a century ago. This was to alleviate the problem of street traffic trying to cross the many busy train tracks. When the viaducts raised the traffic one level, the businessmen did the same with their shops and establishments. The lower level lay deserted until the late 60s when Underground Atlanta, Inc., began to refurbish the area. Its many unusual shops, restaurants, saloons, boutiques, lounges, etc., follow the 1880-1890 theme. Over 85 establishments presently line the gaslighted streets with more to come. The main entrance to Underground is located at Central Avenue and Alabama Street.

Annual events include the award-winning Atlanta Dogwood Festival each spring, the Atlanta Arts Festival at Piedmont Park each May, and the Atlanta Golf Classic at the Atlanta Country Club in early June or late May.

Other places of interest to the visitor are: The Eternal Flame of the Confederacy, the State Capitol, Grant Park Zoo, the Governor's Mansion, Atlanta University, Georgia Institute of Technology, Emory University, Lockheed, Peachtree Center, Robert Burns cottage, the Wren's Nest, and Oakland Cemetery.

Fernbank Science Center houses the third largest planetarium in the world. Performances change frequently and are accompanied by music ranging from Chopin to the Beatles. The Center also includes one of the largest observatories housed within a major city, a 70-acre virgin forest, a "see and touch" museum as well as an electron microscope lab, a meteorological lab and supporting service areas. The planetarium, forest and observatory are open to the public

continued on page 36

Steps for Initiating an Endurance Exercise Program

By Michael L. Pollock,
Ph.D.



Michael L. Pollock, Ph. D., is Director, Research, Institute for Aerobics Research in Dallas. He holds a Ph. D. from the University of Illinois in Physical Education with a minor in Physiology-Statistics. Prior to joining the staff of the Aerobic Institute, he was a researcher and lecturer, Departments of Medicine and Physiology, Bowman Gray School of Medicine, Wake Forest University, and was an Associate in Medicine there. Throughout his career, Dr. Pollock has authored a number of monographs, articles and books on the subjects of health, physical fitness and exercise.

The Concern about Heart Disease

Research concerning the causes of coronary heart disease (CHD) has isolated various risk factors such as lack of physical activity, high blood fats and sugar, high blood pressure, obesity, excessive psychic stress and cigarette smoking, which are associated with an increased incidence in heart attacks and related cardiovascular diseases (8, 11, 13, 21). Susceptibility to the development of CHD is also partially controlled by our hereditary traits; that is, CHD tends to run in families. CHD is not a disease of just the elderly, but has its genesis early in life. The latest information published by the American Heart Association (34) shows an increased risk in death from a heart attack for men under 40 years of age.

In response to the problems concerning the development of CHD, programs of intervention such as "low fat diets", "increased physical activity", "drug therapy", etc., have been implemented. In general, however, these programs are still in their experimental phases and as yet their results are inconclusive. Epidemiologists (one who studies incidence, distribution, and control of disease in a population) are also attempting to develop early detection techniques, so that per-

sons who are found to be more susceptible to CHD can be identified early, and prevention programs can begin to help retard and possibly eradicate the development of atherosclerosis (clogging up of the arteries).

Endurance exercise is thought to be an integral part of the preventive program. Data suggest exercise to have a direct or indirect effect on several of the risk factors, such as reducing body weight and fat, blood pressure, and certain blood fats (particularly triglycerides).

The Exercise Boom

In recent years, there has been a large increase in participation in endurance exercise* from all segments of the population. Much of this stems from earlier reports concerning the poor fitness of our school children, and the high incidence of coronary heart disease in the United States. Also, publications from the President's Council on Physical Fitness and Sports, and such books as *Prescription for Life* by Dr. M. F. Graham (9), and *Aerobics* by Dr. Kenneth H. Cooper (2), have increased the public's aware-

*For the purpose of the article, endurance exercise is defined as a mode of exercise involving large muscle masses and is performed continuously for a sufficient duration and intensity to stimulate the cardiopulmonary systems.

There's impressive evidence that the chronic ailments afflicting middle-aged Americans today have to do with fatty diet, cigarette smoking and lack of exercise but most of all with workaday anger and tension

ness of the importance of endurance exercise.

School systems, such as the Fort Worth City Schools, have integrated endurance training regimens (aerobics) into their physical education program. College programs have added courses which help teach the "hows" and "whys" of exercise and its potential benefits toward health. Adult fitness, cardiac rehabilitation, and athletic club programs are expanding all over the country. Veterans' (Masters') track and field and swimming competition is becoming more popular. The athletes compete in the age categories of 40-49, 50-59, 60-69, and 70 and over.

Preliminary Consideration to Exercise Prescription

In order to safely and adequately prescribe exercise, one must first have a clear understanding of the individual's current status of health and fitness, age, sex, and general objectives for initiating a training regimen. The needs and goals of elementary school children, college athletes, and middle-aged men clearly differ. Oftentimes, the athlete must get in condition quickly because competition is not far off. In this case, many safeguards concerning intensity and progression of exercise are not closely followed. Although the abrupt approach is used in certain instances, its general use is not recommended. The initial experience with endurance training should be moderate allowing for gradual adaptation. On the basis of our experience with adult programs, the abrupt approach can result in discouraging future motivation for participation in endurance activities. Improper prescription can also lead to undue muscle strain or

soreness, orthopedic problems, fatigue, and risk of precipitating a heart attack. The latter is rare and occurs particularly in middle-aged and older participants. Most incidents have occurred because of the lack of previous medical clearance and evaluation, incorrect exercise prescription or inadequate supervision, or under an extreme climatic condition, such as excess heat.

The average person wanting to start an endurance fitness program is between 25 and 60 years of age. This person is generally sedentary, sometimes overweight, and low to moderate in cardiovascular efficiency. Men are usually busily involved in the routine of supporting a household and generally have not participated in any regular vigorous activity since their school days. Working capacity and efficiency drop markedly between the ages of 20 and 30 and continue downward throughout life (3). Dr. Cooper (3), comparing endurance levels of Austrian soldiers and United States Air Force personnel, found that this decline occurs approximately 10 years later, and to a lesser extent with the Austrians. He felt this was a result of their more active daily activity patterns.

Medical and Fitness Evaluations

The increased interest and participation in physical activity has raised many questions as to the precautions one should take when starting a program. In order to properly prescribe an adequate and safe training regimen, a thorough physical examination and physical fitness appraisal is important. The fitness appraisal should include a variety of tests evaluating the areas of cardiopulmonary

function, body composition (body weight and fat), aspects of muscular strength and endurance, and flexibility. The medical examination should include a comprehensive medical history which would include information concerning family health history, personal medical history, and current health related habits, such as cigarette smoking, medications and the amount of physical activity in which one is currently engaged. Persons with a history of chest pains and heart disease, or with several risk factors should have a comprehensive medical examination prior to receiving clearance to exercise.

At a recent meeting of the American College of Sports Medicine, guidelines for exercise testing and prescription were developed. It was recommended that if one is over 35 years of age or younger, but with symptoms of heart disease, or having a significant number of coronary heart disease risk factors, the following test items should be included: standard 12-lead electrocardiogram (ECG); resting systolic and diastolic blood pressure; fasting blood sugar, cholesterol and triglyceride determinations; and graded, ECG monitored exercise test. The medical information plus physical fitness appraisal would provide the physician, exercise physiologist, and exercise leader the necessary information for adequate and safe exercise prescription.

The Stress Test

The exercise stress test is an important diagnostic tool to determine how the heart will react under stressful conditions and help categorize persons into specific fitness levels (32). Many people have

normal ECGs at rest, but show significant ECG changes during exercise even without symptoms. This type of test is usually administered on a motor-driven treadmill or bicycle ergometer (32). The exercise test should be monitored with an ECG and stress the individual to near maximum effort or to where contraindicatory symptoms and signs may appear, such as chest pains, dizziness, shortness of breath, or changes that indicate an inadequate blood supply to the heart muscle.

The stress test should be a must for men and women competing in Masters' competition. We find most Masters' competitors train at heart rates between 85 to 95% of maximum (150 to 180 beats per minute). Men in training regimens not geared for competition generally train at heart rates approximately 70 to 90% of maximum. Ideally, a stress test should stress one at a heart rate higher than or equal to training or competing levels. Six years ago, in our initial evaluation of approximately 40 Masters' runners (38 to 65 years of age) from the track club at North Carolina State University, we found 25% to have abnormal ECGs at maximal stress (30). Most of these abnormalities were associated with a 1.5 to 2 mm flattened ST segment depression which became normal again after 1 to 2 minutes of rest. ST segment depression is primarily associated with a relative lack of circulation to the heart muscle (ischemia). With increasing age and added prevalence of atherosclerosis, ST segment depression is not uncommon.

The exact significance of ST segment depression with maximal exercise and its potential danger to trained competitive runners is questionable. The change in ST segment has also been shown with young competitive runners at maximal stress. Our recommendation is that if one encounters more than 1.5 mm flattened ST depression at

maximal stress then competition should be avoided. It is safer to train at a heart rate level at which one knows the heart and its circulation are functioning properly. Within this group, one runner had aortic valve disease with an enlarged heart. When asked about medical supervision (physical examination, etc.), it was found that he had none. His performance on the treadmill elicited multifocal premature ventricular beats and 3-4 mm ST segment depression. Multifocal premature ventricular beats are ventricular beats which originate from different areas of the heart muscle and occur before and replace the normal beat. Multifocal premature beats are potentially dangerous during exercise and can cause heart fibrillation (ineffective beating) which, unless remedied quickly, results in sudden death. Heart valvular problems are also potentially dangerous and can result in sudden death under stress. In this condition, the amount of blood leaving the heart may be greatly reduced; thus, reducing the blood supply to the heart muscle and the body. This will cause the heart to be constantly overworked and result in an enlarged heart. Under exercise conditions, the work of this type heart frequently exceeds its blood supply; thus, at times causing ischemia, premature beats, and possible sudden death. This man was referred to his local physician, and was advised to avoid competition and moderately stressful activities.

Age—A Deterrent to Exercise?

Should age be a prime consideration as to whether or not one should start a training regimen? Age in itself is not a deterrent for participating in endurance work. Several studies have shown how middle-aged and old athletes can perform at a high level well into their sixth and seventh decades of life (10, 25). Other reports (6, 15, 19,

28) on non-athletes who exercise regularly show similar results. The big differences in beginning an exercise program for older age groups are that the initial level of fitness is much lower and the quantity of work that can be tolerated is much less. This means that the initial work loads (intensity) should be more moderate, and the rate of progression slower for older participants initiating an endurance regimen.

The Need for Qualified Leadership

Once medical clearance has been obtained and an initial evaluation completed, how do we get started in a conditioning program? Although not mandatory, it would be advisable to look toward an agency, such as a YMCA, college or university, athletic club, etc., which has an ongoing aerobics conditioning program (cardiopulmonary endurance) with qualified exercise leaders. Keep in mind that I am emphasizing aerobic activities such as running, fast walking, bicycling, swimming, etc., because these are the ones that develop the heart and circulation and help one to lose body weight and fat. Exercise leaders should have a good physical education background, with experience in leading exercise programs and knowledge in exercise physiology, principles of exercise, and first aid.

The Exercise Prescription

How should the basic program be structured? In order to properly initiate a program, some facts concerning the inter-relationship between intensity, duration and frequency of training are important. The energy cost of an activity is the key to a successful endurance training program (6). Regimens low in energy expenditure, such as golf, bowling, and weight lifting, and many other game activities which

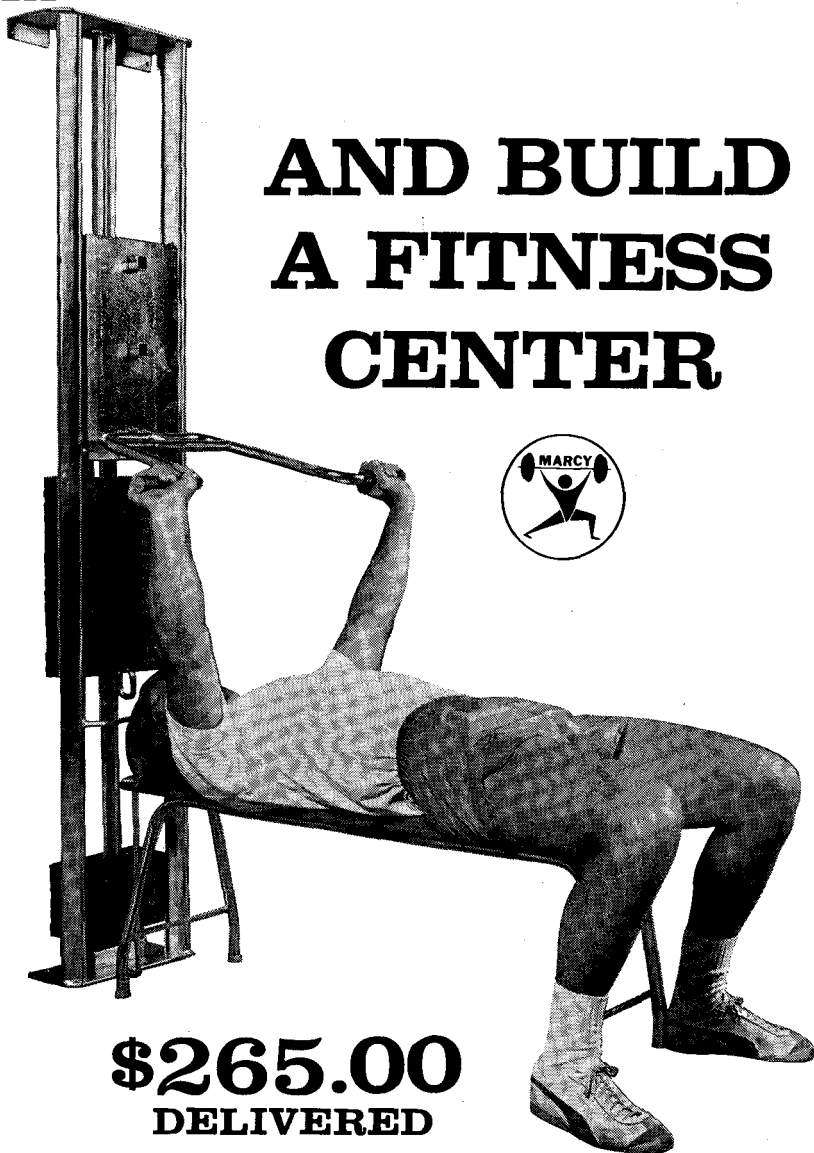
are too intermittent show little or no improvement in cardiopulmonary function and body composition (28). In contrast, excellent improvements are found with high energy cost activities such as running, fast walking, bicycling, swimming, etc. (28).

INTENSITY. Intensity of training refers to the fact that improvements are gained in relation to a certain level of energy expenditure per minute or heart rate level maintained during training. Several investigators have found that when the training heart rates exceeded 130 to 150 beats/minute, a significant improvement in cardiopulmonary fitness occurred (12, 16). This would represent approximately 60% of the difference between resting and maximum heart rate. Our experience has shown that with men involved in jogging programs, heart rates between 70 and 90% of maximum are most common. This would represent heart rates between 140 and 180 beats/minute. Younger men will generally work at the higher end of the scale. Walkers will usually exercise at heart rates between 130 and 160 beats/minute (24).

The percentage of maximum heart rate a given individual is able to sustain for a given conditioning period is quite variable. Marathon runners are able to maintain 85 to 95% of heart rate capacity for 2 to 4 hours (4), but for most untrained persons, this would result in exhaustion in a very short time. Consideration must be given to the fact that the capacity for conditioning is relatively less in persons with low functional capacities than it is in those with high capacities. Reasonable estimates for exercise prescription are that during conditioning sessions peak efforts should not exceed 90% of maximum heart rate and the average intensity during a training session should approximate 70 to 90%. The duration can then be set empirically on the basis that the participant

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recovers fully and feels rested and not fatigued within an hour following exercise.

The exercise program must not only be individually prescribed, but also monitored carefully to insure that the intensity and duration elicit a conditioning response that does not constitute a risk to the health of the participant. Note that the above recommendations are for normal, healthy individuals. Initially, cardiac patients require more supervision and exercise at a lower heart rate level. More information concerning the evaluation and training of cardiac patients can be found in a new book by Naughton and Hellerstein (21).

Heart rate during exercise can be estimated by counting the palpation at the wrist, neck, or heart immediately after exercise (27). Heart rate estimation must begin as soon after cessation of work as possible, because the heart rate will decrease quickly, thus resulting in spuriously low values. Therefore, I recommend that heart rates be counted for just ten seconds (beats/10 seconds).

DURATION. Although duration of exercise is listed as a separate entity, it is generally discussed in relationship with intensity. In the previous section, the intensity level was related to one's percent of maximum heart rate and pointed to the fact that a certain level of stimulus was necessary for significant improvement to occur. Although significant improvement in cardiopulmonary performance has been found with programs of 5 to 10 minutes per conditioning session, the results from these regimens were generally considered minimal (7). Also, short duration programs are often related to high intensity loads of work, which may not be desirable for most participants.

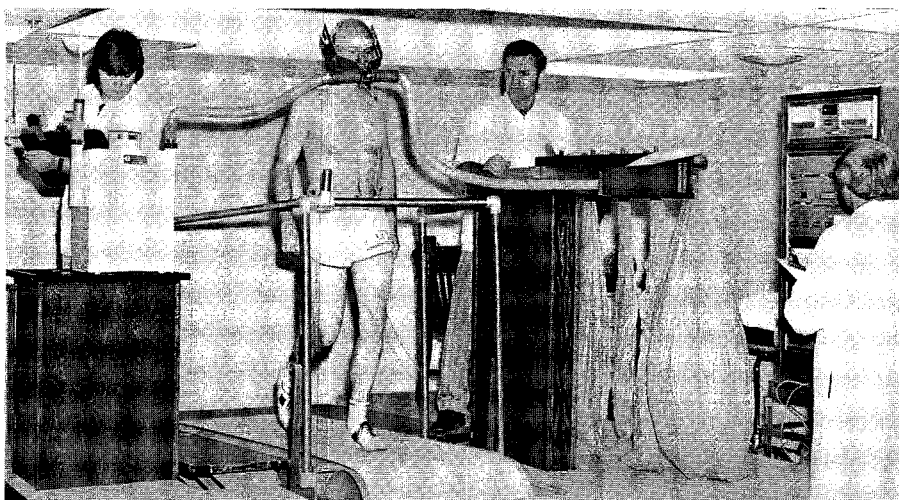
For normal subjects, an endurance regimen of 15 to 60 minutes duration is recommended. In the

context of this article the duration period will not include the time needed for warm up and cool down. Moderate duration (20 to 30 minutes) and intensity levels are characteristic in the initial weeks of training, with subsequent changes in prescription occurring as adaptation transpires. Modification of the duration-intensity level should be individualized and dependent upon one's health status, capability and desires. In the initial stage of a conditioning program, the sessions should be shorter to prevent excessive stress to muscles, connective tissue, and joints.

In the initial stages of an adult conditioning program, *intermittent work* is often the most appropriate means of developing working capacity. Individuals with low fitness levels or patients with angina (development of chest pain resulting from poor circulation to the heart) benefit from this approach since they cannot perform continuous work without an early onset of fatigue or development of symptoms. Several advantages are inherent within an intermittent conditioning protocol. First, a variety of modifications are possible in which periods of moderate to high intensity work are alternated with periods of rest or low intensity ac-

tivity. Second, intermittent work allows an individual to do more total work at this state of training than is possible during continuous work; thus, a greater stimulation of adaptive responses may be achieved. Finally, intermittent work *is more* efficient than continuous exercise when duration of the workout period is constant (1).

FREQUENCY. The frequency of exercise will depend in part on the duration and intensity of the exercise session. The optimal frequency of sessions may vary from several daily sessions of only a few minutes during early rehabilitation of a severely limited patient, to three to five 15 to 60 minute periods per week. The program director or exercise leader should determine the frequency of exercise for the specific requirements of participants. Improvement in cardiopulmonary function and body composition was shown to be dependent upon frequency of training (22, 23, 29). Although conditioning daily may give one the best results, it is often not realistic for the working population. Unless the intensity is quite low, beginners should avoid daily workout sessions and exercise every other day. During the initial weeks of training, the probability of developing orthopedic problems such as sore knees, shins,



Treadmill stress test with ECG monitoring and oxygen intake determination.

ankles and feet are greater, thus the day's rest in between allows time for recuperation (18). After several weeks of training, more frequent sessions may be tolerated.

Exercising two days per week (running 3 to 4 miles per workout) has shown significant improvements in cardiopulmonary function, but no changes in body weight and fat (22, 23, 26). Therefore, if a reduction in body composition is one of your primary goals, then a frequency of 4 to 5 days per week is recommended (28). A combination of increased activity and reduction in calorie intake would be the best method for weight control.

REGULARITY. Remember, regularity of exercise is important in obtaining and maintaining fitness. Observations from our laboratory have shown a 50% reduction of previous improvement in cardiopulmonary fitness with persons who refrained from training during the summer months (17). The same effect, but to a lesser extent, will occur at shorter periods of irregularity (31). When returning from an absence from conditioning (vacations, sickness, etc.), several days of moderate activity should be performed prior to attempting one's previous routine. This will allow one to gradually adapt back to his normal program.

Special Considerations

Other factors that are important to consider when initiating an exercise program would include the following:

1. **Warm-up and taper-down periods** advocated prior to and after every training session. These procedures aid the body in adjusting to increasing work rates and to recovery. Adjustment requires approximately five to ten minutes before and after training and should include stretching, light calisthenics, walking and jogging (5, 14).
2. **Leg and foot problems** should be anticipated and attempts made to avoid them. These

problems are most prevalent with newcomers because the muscles which support the feet and arches are often weak and tight. Special exercises designed to stretch and strengthen the anterior and posterior foot and leg muscles are recommended (14). The avoidance of sharp turns and the provision of soft textured surfaces for running will help to minimize knee, leg, and foot problems. Added protection can be gained by wearing quality shoes, which have a soft textured sole and provide good arch support.

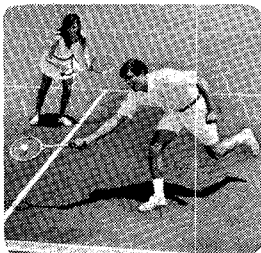
3. **Hot and humid temperatures** are a signal to slow down and take caution. Working capacity is significantly reduced when ambient temperatures and relative humidity are high (20). This is a result of a shift of blood flow to the periphery for dissipation of metabolic heat and hence, thermoregulation. Exercise plus heat places added stress on the cardiovascular system. Thus, the following suggestions are appropriate when exercising in hot environments (20):
 - a. Wear light, loose, porous clothing.
 - b. Take adequate amounts of water and salt.
 - c. Exercise during the cool part of the day.
 - d. Allow at least two weeks for acclimatization.
 - e. Reduce work loads during periods of extreme thermal stress.
4. **Motivation** is a continual problem when participating in an endurance training regimen. Intermittent reevaluations and variations of the training scheme will add stimulation to monotonous regimens. Combinations of cross country running, and interval training, with occasional game activities such as basketball or handball will help to maintain interest and enthusiasm in a program. I do not recommend continual plodding around a track. □

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Some 10,000 employees, family members, retirees and associate members of the Ford Employee Recreation Assn. participated in 1973 company travel programs

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Travel Committee**

**Desire F. Bertouille
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**President
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Member of Travel Committee
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Member of Travel Committee**

Twenty-four years ago, Ford Employee Recreation Association travelers numbered several hundred; today this has burgeoned to many thousands.

The reason is simple: the FERA travel program works. It's well-structured, and a dedicated and hard-working travel committee, which put in more than 1,200 voluntary hours of work last year, is determined to insure maximum employee satisfaction on each selected trip. The committee is comprised of FERA Executive Board and General Council members. Ford's Recreation Unit Supervisor serves as a liaison between the company and FERA's committee.

The eight-member travel committee serves two major purposes, offering a SAVINGS to the employee through charter aircraft and

group fares, and UNMATCHED SERVICE through complete planings and efficient handling of trips enroute.

Everything handled by the travel committee is systematically and methodically done. A meeting is held in July each year to decide which trips to sponsor during the forthcoming year. This is based on past demand, employee suggestions, new world areas that "come into vogue" and travel agent specialities.

All agents who have indicated an interest in participating in FERA's program, are encouraged to submit a bid. For example, 22 agents submitted 192 bids for the '74 program.

Prior to bidding, agents are given a specific set of rules to follow. A standardized form must be used so that screening is simplified. Bid

forms are required to be filed before August 15. Each travel committee member is then given an equitable number of trips to screen. The assignment is based on their familiarity and general knowledge gained through past experience and exposure. The member has about three weeks to do his home work (on his own time) to prepare his recommendations.

In early September the entire committee spends a Saturday and Sunday reviewing bids and making final trip selections. At this meeting the committee member makes a formal presentation and recommendation to the committee. Consideration and selection are based on price, type of accommodations, mode of travel, gratuities, added incentives, etc. Lowest price is not

always the criterion for choosing a trip—overall quality is mandatory. Agents are apprised immediately of the Committee decisions. For example, the 1974 travel program was awarded to seven agents.

A meeting is held subsequently with all travel agents. The prescribed guidelines which assist in further standardizing FERA's overall program are reviewed at this time. Agents are also advised of the Travel Rally date, which is held to promote the trips selected to FERA members. In addition Committee members who have been assigned as trip coordinators are announced.

Guidelines the agents must follow include: the agent must get to know his FERA trip coordinator; the FERA trip coordinator must receive copies of all mailings sent to trip participants; a standard application form must be designed as part of the travel brochure to assist in the identification of Ford

employees, retirees and club members; a \$20 penalty per application will be withheld for any cancellation prior to 30 days before departure; the trip coordinator or travel committee chairman must review all brochures prior to printing; pre-flight meeting must be held for all programs, usually in the Ford Motor Company World headquarters; a MANIFEST for each trip must be given to the FERA Travel Committee representative at the airport at time of departure with last-minute changes made in long hand; a RESPONSIBILITY CLAUSE must state that any trip applicant who falsifies that he is a Ford employee, spouse and/or dependent child, retiree, widow or widower of a Ford employee or FERA club member may be subject to loss of deposit and final payment and denied boarding; flight bags for the '74 program will be provided by FERA at pre-flight meetings.

An escrow policy has been established to protect the monies of



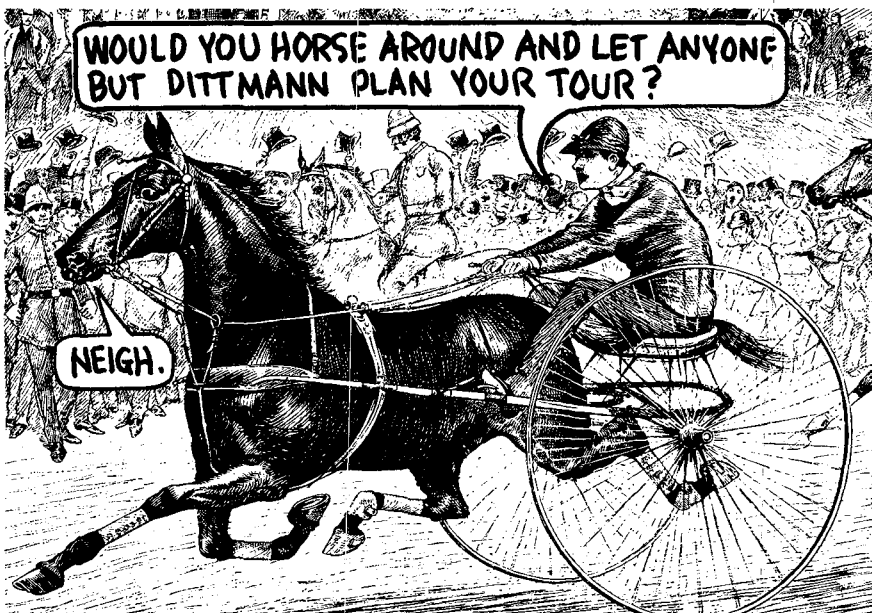
FORD EMPLOYEES RECREATION ASSOCIATION

travel participants. Savings accounts books issued by a local bank are given to each agent made out to the FERA (trip name) and agent's name. All requests for payments to airlines, etc., before completion of the program, must be made in writing to Travel Chairman for authorization or withdrawal; withdrawals must be signed by FERA and the authorized person from the travel agency. All checks and cash payments must be deposited to FERA specific trip accounts and accounts must be completed and monies rebated to FERA one month, 30 days, after trip departure, with FERA receiving its rebate plus all interest in the account. Voided bank book is retained by FERA.

Of paramount importance once trips and agents have been selected is to promote this to employees. Posters and miscellaneous bulletins are prepared by the Company's Recreation Unit and mailed for posting to 90 plants and offices. An article is planted in the company's nationwide newspaper which is mailed to every employee. Concurrently, an article is included in retiree booklet, and some 20,000 trip brochures are prepared by the travel agents and are mailed to all locations.

Each January a Travel Rally is held in a local high school. Hours of planning are poured into preparation for the event. All travel agents are assigned rooms, times, etc., and present their programs.

continued on page 36

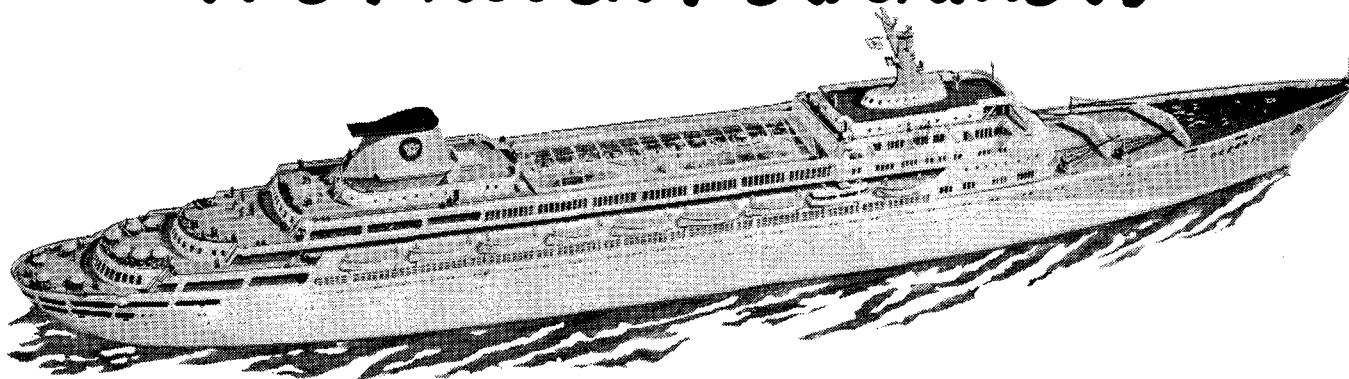


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Ford Employee Recreation Assn. . . .

continued from page 34

This year's rally attracted 5,000 persons.

Once trips have been selected, preflight meetings are organized, held about 10 days prior to all departures. The trip coordinator chairs the meeting and introduces the travel agents. The agent then explains in detail trip plans; oftentimes a movie or slides are shown. Material is distributed, itineraries reviewed, travel tips offered and finally the rally is concluded with a question and answer session.

At the airport on trip day, the coordinator and at least two other committee members arrive more than one-hour ahead of check-in time and remain until departure.

Atlanta . . .

continued from page 24

year round. The Center is located on Heaton Park Drive.

Lion Country Safari is located 17 miles south on I-75. This African wildlife preserve contains some 1,800 wild animals and is among the largest in the United States. Visitors drive through miles of jungle trails and have the unique experience of confronting free-roaming lions, zebras, giraffes, rhinos, and many, many more. Included in admission is a stop at the Safari camp which includes a petting zoo (Junior Jungle), a variety of rides, and a jungle boat ride which cruises among man-made islands populated with several varieties of monkeys and apes.

Six Flags Over Georgia is a family fun entertainment park covering 376 acres and offering over 75 attractions, rides and live shows—all for one price. Some of the many unusual rides include the Dahlenega run-away mine train, the log flume, and the Jean Ribaut riverboat adventure. The park has sections, one for each of the six

They will assist the airline and travel agent with check-in, baggage handling and questions.

A travel committee member or FERA Board or Council member goes on the trip to act as a liaison between Travel Agent, Tour Operators and FERA. This has proved valuable because traveling Ford employees feel more at ease discussing the trip or any problems with a recognized fellow employee than seeking the travel agent representative.

On the return flight, the committee liaison traveler passes out a survey card for participants to fill out giving their reaction to their travel experience. The FERA member who goes along on the trip is

expected also to evaluate the trip for future reference.

In the event a charter faces problems, such as cancellations or lack of participants, every effort is made to find an alternate way to make the trip go. Split charters, GIT's, are used whenever possible.

People in companies travel because they want to go somewhere else, to see something different, to have an experience in recreation with their fellow employees at all levels, to delve into history or study people. Travel contributes to our largeness of view and our breadth of mental vision. FERA's outstanding travel programs makes all this possible for the Ford employee and his family.

flags which have flown over Georgia—French, Spanish, English, the Confederacy, Georgia and the United States. Costumes and landscaping are immaculate and charm both young and old. The park now boasts a new section containing the world's largest roller coaster and related items in a "turn of the century" theme. Six Flags is located on I-20, 10 miles west of the city.

Stone Mountain—the world's largest mass of exposed granite surrounded by a beautiful 3,200 acre park is located 14 miles east of Atlanta. The world's largest carving (of Robert E. Lee, Jefferson Davis, and Stonewall Jackson) is on the sheer north side of the mountain. Attractions within the park include a Swiss Skyline, a steam locomotive train ride around the five-mile base of the mountain, a paddle-wheel riverboat, an authentic 19-building ante-bellum plantation and others. Camping (500 sites), boating and fishing are available.

The Swan House located at 2099 Andrews Drive is the headquarters

of the Atlanta Historical Society. Set in the heart of Atlanta's world-famous Northwest residential section, it is built in the Italian Renaissance style, and the period rooms are furnished with rare 18th Century antiques. The house, combined with the terraced lawn, formal garden, and surrounding landscaping is definitely the most elegant house in Atlanta.

The second floor of the Swan House houses the Margaret Mitchell library. Multi-lingual translations of *Gone With the Wind* are here as well as some of Margaret Mitchell's personal possessions. Other related items may be seen in the Margaret Mitchell room in the public library located downtown on Carnegie Way.

On the same property as Swan House is the **Tullie Smith House**. It dates to 1840 and is one of the last surviving pre-Civil War houses in Atlanta. It has been restored to the original "plantation plain" style and is beautifully set into a rural landscape, even though it is only two blocks from bustling Buckhead. □

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A trip to Las Vegas is

**18 million poured
into Las Vegas in '73
to enjoy sunshine, nightlife**

**By Bill Cramer, President,
Guides, Inc.
Las Vegas wholesale travel agency**

Las Vegas is, by far, the most popular vacation destination within the United States. Last year, more than 18 million tourists poured into the historic Las Vegas valley to enjoy our endless sunshine and incomparable nightlife. Since World War II, tourism and legal gaming have far outstripped the mining and agriculture which encouraged Nevada's statehood during the Civil War.

As you drive down the Las Vegas Strip, you notice greeter boards in front of each hotel announcing a Las Vegas welcome to another arriving group. Names like Ford, General Electric and Massey Ferguson appear. Employee groups, incentive groups, sales meetings, and convention groups arrive in Las Vegas aboard dozens of daily inbound flights of the seven major airlines serving our busy, modern terminal. And, the groups keep coming, regardless of the energy crunch.

Experienced groups have developed a few rules of thumb regarding group tours to our "tinsel town."

Las Vegas is a weekend town. Our location, within a five-hour

drive of Southern California's 10 million population, attracts from 30 to 50 thousand motorists each weekend. Motels and public facilities approach capacity, and showrooms sell out. For better service, greater convenience, and frequently lower rates, groups are advised to book midweek, preferably arriving Sunday afternoon or Mondays.

Hotel occupancy also tends to be lower in September, December, January, and June.

On the average, tourists spend 2.7 days in Las Vegas. This is a marked contrast to the popular one week in Hawaii or two weeks in Florida so common with other vacation destinations. With the increasingly higher costs of air travel to Las Vegas, tour groups would do well to increase the value of their holiday by adding a second western destination. Roundtrip air fare from New York to Las Vegas ranges from \$250 to \$350 per person. After three or four days in Las Vegas, a group can extend their stay at an additional western destination for another three or four days with little increase in air fare. Additional

cost for rooms and surface transfers for the longer vacation could be as little as \$40.

Groups generally prefer multiple-destination trips which combine Las Vegas with Disneyland, San Francisco, Los Angeles, Grand Canyon, Yosemite, Bryce Canyon, Zion, Death Valley, Palm Springs, Phoenix or other nearby golf and resort areas.

For maximum value, recreation directors would do well to plan Las Vegas as part of one-week western programs. Combine a long weekend in Los Angeles, San Francisco, or the nearby scenic national parks, then wind up the holiday with three or four nights in Las Vegas.

Don't bring the group to Las Vegas first. It is better to spend the first few days at San Francisco, Palm Springs, Phoenix, Hollywood, Disneyland, or the parks. Then wind it all up in Las Vegas.

Las Vegas boasts many fabulous first class hotel facilities, with more than 30,000 rooms available each night. In recent years, many of our major resorts have added huge guest wings. But, we still cannot accommodate every guest at a major Strip hotel. Lack of hotel

never a gamble

space should not deter a group from planning a Las Vegas trip. Remember, we have some great motels.

Avoid booking meal programs in Las Vegas. Most hotels decline to offer an AP or MAP package. If you insist, the arrangements will probably cost you an "arm and a leg." You can still buy a great breakfast for 69¢ in Las Vegas, but if you insist on including the same menu in a pre-paid group meal program, it might cost you \$3.75 inclusive. One new hotel now offers a group breakfast for \$9.50 per person.

Offering a group cocktail party in Las Vegas is akin to gilding the lily. Our city may be in the desert, but it is far from dry. Unless you have a reason for bringing your group together to drink, forget the cocktail party. Tour members become independent in Las Vegas. They are more interested in being on their own to pull the slot handles, play golf, or enjoy the sun. Don't confine them with a heavily structured itinerary.

If you want a half-day tour, you may consider a motorcoach trip to Hoover Dam-Lake Mead, the scen-

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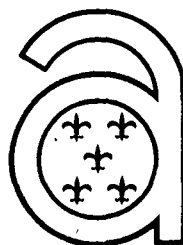


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A view of Vegas

ic Mt. Charleston park area, Valley of Fire State Park, or the recently opened Old Nevada amusement park. A half-day air tour to the Grand Canyon is also recommended, but expensive.

Las Vegas is a very experienced group city. On any given night, a major hotel may accommodate as many as a dozen different tour groups. You will find your luggage, transfers and group arrangements most professionally handled. It is best to confirm your needs far in advance in writing with either your host hotel or your Las Vegas agent.

Many groups have found it to their advantage to turn over their travel arrangements to a professional wholesaler in Las Vegas. Such local groundhandlers can do much to develop and operate a full value tour package. They obtain preferred room rates, show discounts, and special privileges.

Each Las Vegas hotel is literally designed to be a 24-hour city within itself. Under one roof, you can find clothing stores, photographers, gift shops, shoe salons, liquor and sundries, travel agencies, restaurants and even children's play schools. For this reason, surface mobility is not of great importance. A rental car is convenient, but doesn't normally acquire a lot of mileage. Although cab travel is not recommended for airport arrivals and departures, cabs are convenient and plentiful to shuttle from hotel to hotel.

Group arrivals and departures are best handled by charter motorcoach. Nearly 150 charter buses are available on a daily basis to move groups. Per capita cost runs less than \$2 per person each way. A Las Vegas wholesaler or your hotel can set up the transfer arrangements.

If you have flexibility in determining the time of day for your group arrival or departure, keep the following factors in mind! Most Las Vegas hotels permit unusually late

check outs. Therefore, groups arriving before 1 p.m. are frequently left standing in the lobby, waiting for their room keys. During peak travel times, group rooms may not be ready for occupancy before 3:00 p.m. If your group has an early arrival, they should be advised that their rooms may not be ready for occupancy. Of course, they can check their hand luggage with the bell captain and then head for the casino, restaurant, bar, or golf course.

Groups are generally asked to vacate their rooms by noon on departure day. If you have a late afternoon or early evening flight, you may wish to request a hospitality room or parlor for your group. A suite parlor is preferable, as it offers more space and facilities.

For a group function, top priority should be given to scheduling a dinner show in-hotel on your first night in Las Vegas. This offers a cohesive beginning to the holiday, and assures your group that they will be accommodated at a dinner show on their day of arrival.

You may also wish to plan a group show on the last night prior to departure. A cocktail show featuring one of the French spectacles at the Tropicana, Stardust or Dunes is an impressive finish to any group tour.

Several Las Vegas hotels feature excellent sports facilities on their premises. Eighteen hole golf courses are located at the Desert Inn, Dunes and Tropicana hotels. The Sahara Nevada golf course, home of the PGA Sahara Invitational, is located more than a mile from the Strip, but complimentary shuttle service is provided for golfers staying at the Sahara or Mint Hotels.

The Tropicana features our only indoor tennis courts, airconditioned and available for night play. Most major hotels also feature courts lighted for night play.

Surprisingly enough, a major ski area, Lee Canyon, is located less than an hour's drive from Las Vegas. The area offers full daytime facilities, including chairlift, T-bar

and beginners rope tow. A Las Vegas trip, therefore, can be of interest to ski, golf, tennis and entertainment enthusiasts. Something for everyone.

The stories you hear about all-expense paid trips to Las Vegas are true. Many Las Vegas casinos do host groups of interested gamblers, furnishing roundtrip air fare, and complimentary room, food, and beverage. A few basic rules apply. Junkets are comprised generally of all-men. You can infer a lot of things from that factor, as befits your chauvinistic attitudes. To further qualify, the participant is asked to submit credit information in advance and a cash deposit in the casino cage prior to arrival. Good gamblers, not synonymous with good losers, are invited back several times each year. Additional information regarding junket participation can be obtained by contacting the casino junket manager at any Las Vegas hotel.

The budget minded group would do well to consider the fine accommodations in downtown Las Vegas, the heart of the city. These include the Hyatt Four Queens, Del Webb Mint, the Fremont, or Union Plaza. Rooms are second to none, and all the action is within walking distance. These locations are particularly popular with our experienced Southern California visitors. Recommend to your members that they carry adequate funds. Unless credit has been established in advance, it is very difficult to cash a check in Las Vegas. Credit cards are now widely accepted at casinos and hotels. You would do well to establish check cashing privileges at a casino cage during your first trip to Las Vegas.

Finally, the most vital advice we can offer to any visitor is the sage motto we see displayed in our more cordial casinos; "Never gamble more than you can afford to lose" and "Always quit a winner." Heed this advice, and we will have you and your group looking forward again to your trip to Las Vegas. □

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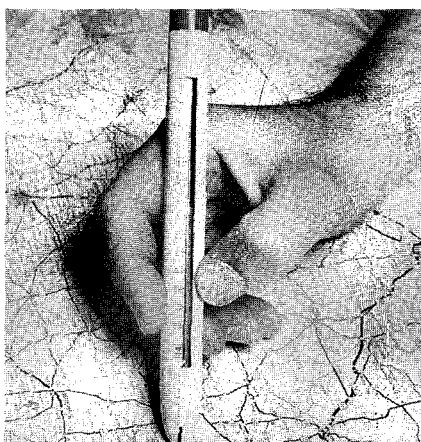
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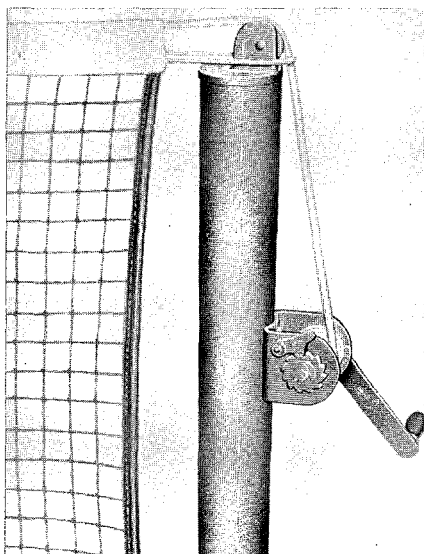
new products



1. Gas saving device

If you're interested in saving gas, and most people are during the current energy crisis, then this gas saving device is a must. It's simple to operate.

Gas-Saver is a small, pen-shaped instrument that measures mileage on a map quickly and accurately. And the shorter the distance one has to drive to get where they are going, the less gas they will use. All you must do is to set the easy-to-read mileage scale on the Gas-Saver to the same scale found on the road or city map then just trace over the proposed route, even around curves, and read off the exact distance.



2. Tennis net post

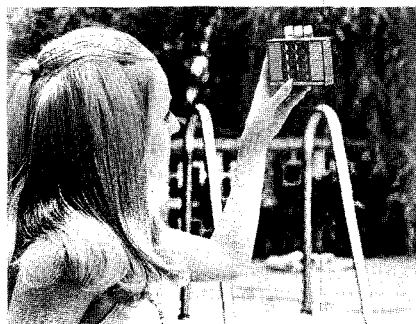
This Tennis Net Post is the answer to indoor, outdoor or backyard courts. It's 2 7/8 inch galvanized heavy duty steel posts are ideal for both permanent and semi-permanent installations. The new gear and pawl type, all steel Ratchet Reel, features removable handle assuring extra safety during play. The posts are equipped with cast aluminum post caps with built-in aluminum pulley to lessen cable-wear and control net tension.

3. Knitpicker repairs double-knits, sweaters

Snags and pulled threads can now be pulled back through those expensive double-knit fabrics and sweaters easily and safely without damaging fabrics with the new Knitpicker.

Knitpicker knit fabric snag repairer consists of a handle-mounted loop of flexible wire which is gently pushed through the fabric from the underside as close to the snag as possible. The snag is then pushed through the loop and the loop gently pulled back through the fabric and the snag disappears.

It is small, handy and lightweight; perfect for purse or pocket.



4. Swimming pool safety

One of the problems faced by the owner of a swimming pool is the maintenance of an adequate

chlorine level.

Too often, the pool owner relies on the hit or miss method. Now there is "Water Baby" that will help you maintain safe and effective levels of chlorine and acid/alkali balance in the pool.

Water Baby is a miniature test kit. The pool owner places two test tablets in two test tubes of pool water inserted in the kit. The unit is held up to the light and the color of the pool water is compared with the permanent colored glass filters in the kit.

5. 2 photographic aids

For the photographer who does his own darkroom work and print mounting, the adjustable safelight lamp, model B, is excellent. It can be attached to a wall, shelf or bench and swung or tipped as needed.

The safelight accepts 5 1/2-inch circular filters. It is supplied with a three-wire grounded cordset, which is intended for use with a grounded outlet with a remote switch.

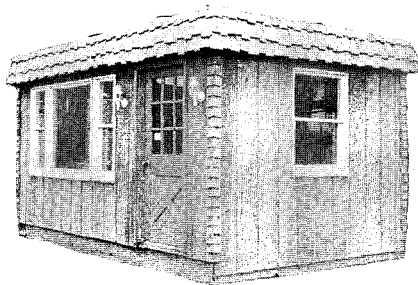
Dry mounting tissue, type 2, is a tissue which fuses both the mounting surface and print at lower mounting press temperatures (190F-225F) than the current dry mounting tissues.

The new tissue, also requires shorter press time.

6. Cedar tennis shack

The Cedar Tennis Shack is ideal as a tennis pro shop; tennis court signup hut; tennis court or golf course refreshment center; paddle tennis warming hut, or golf course weather shelter.

It features electric heat and lights; built in steel skids ready for shipment by truck; 10' by 16' inside dimensions; thermopane windows; an exterior of siding and hand split cedar shakes, and an in-



terior of black walnut paneling with acoustical ceiling and slate vinyl floor tiles.

The entire shack is prefabricated.



7. Swimming machine

An ingenious swimming machine (AQUEON) has been invented which enables you to glide through the water with tremendous grace and ease.

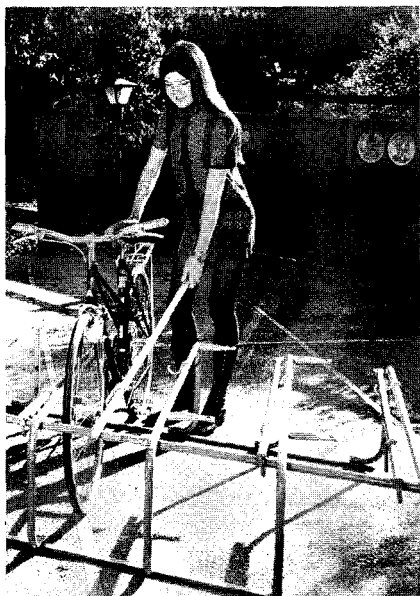
The device provides over five times the propulsive power of swim fins. You can swim faster than an olympic swimmer. Using the Aqueon, you can make up to 6 mph.

8. Bike rack offers theft protection

A bicycle rack that locks all major bike parts—front wheel, frame and rear wheel—designed to prevent theft, has been introduced.

Bike-Safe is easy to use. The rider rolls the bike into the steel "corral", then moves the bike to the right so

that two locking studs pass through the spokes of the wheels. The rider then moves a locking bar to the right to engage the locking studs. The user need supply only a case-hardened padlock to lock the two parts of the rack together. No chain is required.



9. Charcoal firelitter strips

Charcoal Firelitter Strips provide a safe and convenient alternative to liquid petroleum-based fire starter—especially good today in view of the energy shortage.

The solid state, oxygen yielding

strips cannot explode, are non-toxic and completely eliminate the possibility of flashback. Faster than most other starters, it is even safe for youngsters. In addition, it's ideal for patio use and camping trips.



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5. Suggested Events to Further Develop Your Program.
6. How to Obtain Professional Certification.
7. Travel Programs—What you Can Expect During the Energy Crisis.
8. The Impact of Increasing Leisure Time on Corporate Administration of Personnel Programs.
9. Taxation and Incorporation of Recreation Programs.
10. Considerations of Cost, Space, Personnel and Administration for Developing a Physical Fitness Program.
11. Fund-Raising Programs as Supplemental Income.
12. A Layman's Approach to Survey and Questionnaire Preparation, Usage and Evaluation.
13. Reader Evaluation and Planning Session for *Recreation Management* magazine.
14. Seminar and Review of Your Recreation Program and Employee Services.
15. Be Bullish with your Cash.
16. Effective Techniques of Promoting and Advertising your Programs.
17. Integrating Company and Community Recreation Programs and Facilities.
18. Employee Recreation /s More than a Fringe Benefit.
19. How to Start or Further Develop an Industrial Recreation Council in Your City.
20. Membership Campaigns—For NIRA and Your Company.
21. Techniques of Preparing and Revising Budgets.
22. Management's Preference—Employee or Company Controlled Recreation Programs.
23. Programming Idea Exchange Seminar.
24. Methods to Overcome Problems of Promoting your Activities.

SCHEDULE

FRIDAY MAY 17

- 8:00 A.M.
Exhibitors Start
Set-Up and Register
- 8:30 A.M.—11:00 A.M.
Executive Committee Meeting
- 11:00 A.M.
Delegate Registration Opens
- 12:00 NOON—1:00 P.M.
Special Committee Meetings.

1. Certification
 2. Regional Management
 3. Research Foundation
 4. Finance
- 1:00 P.M.—2:00 P.M.
Special Committee Meetings.
1. Public Relations
 2. Awards, Elections and Nominations
 3. Program Services
- 2:00 P.M.—4:30 P.M.
Board of Directors Meeting
- 5:30 P.M.
Official Conference Opening Banquet and Addresses for Delegates, Wives and Exhibitors.
Six Flags Over Georgia Sponsored family night at Six Flags Park.

SATURDAY MAY 18

- 8:00 A.M.—9:15 A.M.
"Welcome you All"
Regional Breakfasts (Delegates)
- 8:00 A.M.—9:15 A.M.
"Welcome You All"
Breakfasts (Exhibitors)
- 9:30 A.M.—11:30 A.M.
Grand Opening of Exhibits
- 12:00 NOON
Management Luncheon
"Employer of the Year Award"
- 2:30 P.M.—3:30 P.M.
General Session #1 (See Educational Schedule)
- 3:40 P.M.—4:30 P.M.
Concurrent Sessions #2,3,4.
- 5:30 P.M.—8:00 P.M.

Exhibit Hall Opens with Refreshments.
8:00 P.M.
Free Evening

SUNDAY MAY 19

8:00 A.M.—9:00 A.M.
Continental Breakfast for Delegates, Exhibitors.
9:00 A.M.—10:30 A.M.
Annual Business Meeting and Election of National Officers.
11:00 A.M.—1:45 P.M.
Lunch on your own.
2:00 P.M.—2:45 P.M.
Concurrent Sessions—#5, 6, 7.
2:55 P.M.—3:40 P.M.
General Session #8
3:50 P.M.—4:45 P.M.
Concurrent Sessions—#9, 10.
5:00 P.M.—9:30 P.M.
Exhibit Hall Hospitality Party—Exhibitors Host with Refreshments.

MONDAY MAY 20

8:00 A.M.—9:15 A.M.
CIRA/CIRL Breakfast
8:00 A.M.—9:15 A.M.
Breakfast for Delegates, wives and Exhibitors
9:45 A.M.—1:45 P.M.
Grand Finale of Exhibits with Closing Buffet.
Lunch to Honor Exhibitors.
Merchandise Prize Drawings Held During Lunch
2:00 P.M.
Exhibitors Commence Dismantling Booths
2:15 P.M.—3:15 P.M.
Concurrent Sessions—#11, 12, 13
3:30 P.M.—4:30 P.M.
Concurrent Sessions—#14, 15
4:30 P.M.—5:15 P.M.
New Board of Directors Meeting
6:00 P.M.
Evening on your Own

TUESDAY MAY 21

9:30 A.M.—10:20 A.M.
Concurrent Sessions—#16, 17.
10:30 A.M.—11:30 A.M.
General Session #18.
12:00 NOON—2:15 P.M.
Awards Lunch (Welcome New Board) For Delegates, Exhibi-

tors, Wives.
2:30 P.M.—3:10 P.M.
Concurrent Sessions—#19, 20, 21.
3:20 P.M.—4:20 P.M.
General Session—#22
4:30 P.M.—5:10 P.M.
Concurrent Sessions—#23, 24.
7:00 P.M.
President's Dance and Closing Dinner Show Hosted by Royal Coach Motor Hotels with Top Name Entertainment.

POST CONFERENCE TOUR

WEDNESDAY, MAY 22—

Jet Air Service via Eastern to Ft. Lauderdale, Florida. Complimentary accommodations and cocktail party at the Beach Club Hotel (NIRA Associate Member, Exhibitor, Advertiser)

SATURDAY, MAY 25—

Deluxe Motor Coach to Miami to board M/S Skyward (Norwegian Caribbean Lines—NIRA Associate Members, Exhibitors, Advertisers) bound for Cap-Haitien, Haiti; San Juan, Puerto Rico; St. Thomas, Virgin Islands; Puerto Plata, Dominican Republic. Six meals a day and entertainment included with your deluxe cabin.

SATURDAY, JUNE 1—

Arrive back Miami for travel home.
Special Rate to NIRA—\$325.00 per person, double occupancy. (Starts in Atlanta May 22, ends in Miami June 1. All taxes, port fees, baggage handling, air and ground transportation and meals on board ship included.) Value over \$1,000 per person.

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NIRA has reserved entire hotel until May 1, 1974. Reservations must be made directly to the hotel prior to May 1 to guarantee space. NIRA will release uncommitted rooms on that date. Rooms after May 1 are on first come-first sold basis to the public. Reservation cards will be mailed to NIRA members or call the hotel directly. Be sure to advise that you are part of the NIRA convention

DAILY RATES

Single—\$25
Double or Twin—\$29
Suites—\$40—\$120

EXHIBITS

LARGEST SELECTION OF EXHIBITS

Don't miss the most extensive display anywhere of Industrial Recreation products and services. Meet the professional suppliers most knowledgeable in their field who can save your program many dollars and hours of work. Exhibit categories include arts/crafts . . . service organizations . . . entertainment . . . tour operators . . . visitor's bureaus . . . food/beverage/vending . . . sporting goods . . . car rentals . . . prizes/trophies/gifts . . . equipment and supplies . . . athletic apparel . . . cruise ships . . . hotels & resorts . . . travel agents . . . facility planning . . . air carriers.

RECOMMENDED AIR CARRIER

Eastern Air Lines, Inc. has been an Associate Member, Exhibitor and Advertiser with NIRA over the past years. They serve Atlanta from most cities and we recommend you contact your local Eastern representative for travel assistance.

NIRA'S 1974 Conference and Exhibit May 17-22, 1974

Royal Coach Motor Hotel—Atlanta, Georgia

REGISTRATION FORM

Please complete this form and mail it directly to NIRA, 20 N. Wacker Dr., Chicago, Ill. 60606. Your check for registration must accompany this form in order to register for The Conference and Exhibit.

DELEGATE'S NAME _____

FIRM NAME _____ YOUR TITLE _____

BUSINESS ADDRESS _____

CITY _____ STATE _____ ZIP _____

Please indicate if CIRA/L _____ New NIRA Member _____ since June 1, 1973

Number of NIRA Conferences previously attended _____

IF YOUR WIFE OR HUSBAND WISHES TO BE REGISTERED, PLEASE COMPLETE THE FOLLOWING LINE:

SPOUSE'S NAME _____

CANCELLATION POLICY . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 7, 1974. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 21, 1974.

REGISTRATION PACKAGES

—IMPORTANT—
CIRCLE YOUR CATEGORY(S)

Fees include group meal and Social functions	Entire Conference	Daily
Member Delegate	\$ 85.00	\$40.00
Non-Member Delegate	\$ 90.00	\$45.00
Spouse	\$ 65.00	\$40.00
Additional Exhibit Personnel (2 free with booth purchase)	\$ 55.00	\$30.00
Commercial Non-Exhibitor	\$210.00	\$80.00
Associate Member Non-Exhibitor	\$160.00	\$60.00
Student (no meals)	\$ 10.00	\$ 3.00

BE SURE YOU HAVE FILLED IN ALL APPROPRIATE BLANK SPACES AND INCLUDE YOUR CHECK MADE PAYABLE TO THE NATIONAL INDUSTRIAL RECREATION ASSOCIATION BEFORE MAILING.

National Industrial Recreation Association 20 N. Wacker Dr. Chicago, Ill. 60606

news in brief

Buying clubs enable low-income families to stretch dollars

In this day of inflation and high prices, a nonprofit organization in Detroit has come up with a scheme enabling low-income families to stretch their purchasing power by 10 percent or more. All they must do is participate in a "buying club."

The idea is unique and is something the company recreation director should take a closer look at.

For a membership fee of a few dollars a year, a family can depend on saving at least \$500 annually through discount arrangements with a variety of merchants, according to an article in the *Chicago Sun-Times*.

Phillip C. Sims of Detroit's Inner City Improvement Forum and Trade Union Leadership Council is one of those involved in getting the program under way.

Buying clubs differ from consumer co-operatives which offer price advantages based upon group buying and centralized distribution. Instead, a buying club acts somewhat in the role of broker, bringing together merchants and retailers to the advantage of both.

Sims explains that the savings are possible partly because all sales are for cash, the article stated.

Many of the members belong to a huge credit union and can borrow against savings at a low interest rate for major purchases.

The first step was to enlist co-operating merchants. As a member of the Inner City Improvement Forum, Sims said he had an interest in trying to build up the sales volume of black-owned stores at the same time attempting to arrange lower prices for consumers.

Play can be a learning experience

Play can be not only educational but safe, according to an article in *The Sunday Gleaner*, an Anglo-Jamaican newspaper.

A well-known London sculptress was commissioned to design sculptures that would provide children with articles with which they could play and, at the same time, give scope to their creative instincts. The brief insisted that the articles be absolutely safe, extremely durable indoors or outside and offer the maximum educational potential.

The result: 25 brightly colored units made from plastics foam underlining the safety aspect and treated with a solution adapted from the materials used to "moth-ball" ships and aircraft.

Most outdoor recreation participation takes place on vacations, overnights

Almost half of all participation in outdoor recreation activities takes place on vacation and overnight trips and this percentage will grow over the next six years, according to a Bureau of Outdoor Recreation study.

The distance traveled for outdoor recreation during vacations and over night trips is far greater than for outings. Changes in the prices of outdoor recreation activities have little effect upon the quantities demanded.

A National Recreation Survey in September, 1972, serves as the foundation for the demand analysis.

The study also found that both the price and income elasticities of

demand for 17 recreation activities are quite low, suggesting that increased user fees would not be significant deterrents to recreation facility use and that income is not a limiting factor on consumption.

The study also presents a model for estimating the supply of recreation by determining the "instant capacity" or maximum number of people who can use a given facility at one time.

College strengthens graduate recreation education program

Southern Connecticut State College, New Haven, has strengthened its Master of Science degree program in recreation education and leisure services, according to Dr. William Ridinger, park-recreation administrator and recreation educator who has been appointed Professor of Recreation Education assigned to develop the program.

The master's program has been designed to offer four areas of specialization: Administration of School and Community Recognition; Urban Recreation and Park Management; Outdoor Recreation-Environmental Education, and Recreation for Special Populations.

Associations work to conserve energy

America's voluntary non-profit associations are spearheading a vigorous new drive to deal with the energy crisis. P.D. "Bud" Hermann, CAE, President, American Society of Association Executives, states associations are working hard to help solve the problems of the fuel shortage. Here is a list of some things various associations are doing:

- Spearheading energy conservation campaigns
- Conducting industry audits to determine vital energy needs
- Documenting and sharing facts on significant achievements in energy management and conservation programs.

NIRA INFORMATION CENTER

Publications Available from National Industrial Recreation Association.

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Industrial Recreation Bibliography

A new annotated bibliography of all materials related to industrial recreation just completed by Robert W. Schoott, and Douglas M. Crapo, PhD. The collection Consists of over 470 entries each accompanied by a short description. Information is categorized according to subject into 11 chapters. \$2. plus \$1. postage & handling.

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The Untapped Potential: Industrial Recreation

Illustrated booklet based on a talk given by Frank Flick, president of Flick-Reedy Corp, the NIRA "Employer of the Year." Innovative recreation programs sponsored by such firms as Goodyear, Timken, Kodak, Xerox, and, of course, Flick-Reedy are illustrated. \$2. plus \$1. postage & handling.

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Monthly professional journal, editorially directed to industrial recreation directors, leaders, program coordinators and company executives. Only publication of its kind in U.S. Features research, finance and program ideas, educational material and articles detailing social, physical, cultural and service programs and activities in business and industry. Published 10 times per year. Subscriptions: \$5./year; \$8./2 years, \$10./3 years. Members receive subscription as well as CIRA Informer, THE KEYNOTER and THE PRESIDENTS QUARTERLY with membership dues.

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Organization _____

Address _____

City, State, Zip _____

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Equipment and Activities

PLANNING GUIDE

Listed below are specific areas of Physical Fitness equipment and related services. Check off by letter and number, areas of interest on the coupon and mail to R/M. Your inquiries will be forwarded to recommended suppliers.

APPAREL (A)

1. gym suits
2. parkas
3. shorts
4. socks
5. stockings
6. award sweaters
7. sweat shirts and suits
8. T-shirts
9. trunks
10. shoes

MONITORING & MEASURING EQUIPMENT (C)

1. heart monitoring
2. spirometer
3. ergometer
4. pedometer
5. timing devices

6. stop watches
7. blood pressure gauge

TRAINING GEAR (D)

1. trainers' supplies
2. health foods
3. vitamins

HYGIENE (B)

1. massage tables
2. mobile bath carts
3. mouth fresheners
4. steam room gear
5. towels
6. whirlpool baths



PHYSICAL FITNESS PLANNING GUIDE

Yes, I am interested in those tips checked below.
Please send me complete information about them.

ITEM(S) _____
(specify by letter and number)

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone Number _____

Advertiser's Number _____

WORK OUT EQUIPMENT (E)

1. barbells
2. circuit trainers
3. treadmills
4. chinning bars
5. stall bars
6. stationary cycle
7. wall weights
8. rowing machines
9. belt vibrators
10. massage rolls
11. medicine ball
12. trim sizer
13. incline boards
14. balance boards
15. body weights
16. mats
17. stress equipment

2. sauna rooms
3. massage rooms
4. workout rooms
5. sun lamp rooms
6. showers
7. lockers and baskets
8. complete fitness facilities

Outdoor (b)

1. jogging trails
2. bicycle trails
3. hiking trails

ACTIVITIES / PROGRAMS (G)

1. dieting
2. jogging
3. weight lifting
4. exercise
5. aerobics

FACILITIES (F)

Indoor (a)

1. steam rooms

Support Your R / M Advertisers

ADVERTISERS (X)

For direct information on specific product or service indicate advertiser number on reader response card.

1. All State Tours
2. Beach Club
3. Champion Products
4. Dave Shanker Industries, Inc.
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9. Hawaiian Holidays, Inc.
10. Hillerich & Bradsby
11. Home Lines
12. Howmet Corporation
13. Marcy Gym
14. Lisind
15. NBC Bowling
16. Nevco Scoreboard
17. Professional Services
18. Quinton Instruments
19. Recreation Equipment Corp.
20. Savannah Inn & Country Club
21. Sea World
22. Technicolor
23. Universal Fitness
24. WDI-Mundy

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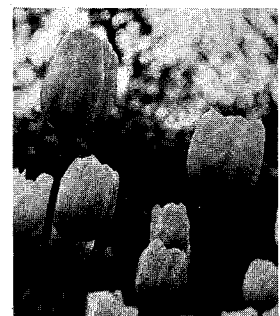
-ANNOUNCES-
SUBSTANTIAL SAVINGS ON FLOWER
BULBS FOR YOUR EMPLOYEES

INSTRUCTIONS

- STEP #1 AS SOON AS POSSIBLE**—EMPLOYEE ACTIVITY COORDINATORS ORDER SUPPLIES AND DISTRIBUTE TO YOUR EMPLOYEES. PLACE ANNOUNCEMENTS IN YOUR ORGANIZATION NEWSPAPER AND POST ON BULLETIN BOARDS.
- STEP #2 MARCH-OCTOBER 1974**—EMPLOYEES ORDER FLOWERBULBS AT SUBSTANTIAL SAVINGS DIRECT FROM NIRA. BULBS GUARANTEED 100%.
- STEP #3 SEPTEMBER-DECEMBER 1974**—EMPLOYEES WILL RECEIVE FLOWERBULBS DIRECT TO THEIR HOMES AT THE APPROPRIATE PLANTING TIME.



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Quaker Oats EAC . . .

Continued from page 6

sons, and start a chess club. "We will hire professionals to teach these classes and charge our members a nominal fee," he states.

In efforts to improve programs and promote them to employees, the EAC circulated a questionnaire to employees to find out which activities they feel are important. In addition, after each event, the chairman is asked to submit a report relating the problems, highlights and his recommendation as to how the event can be improved.

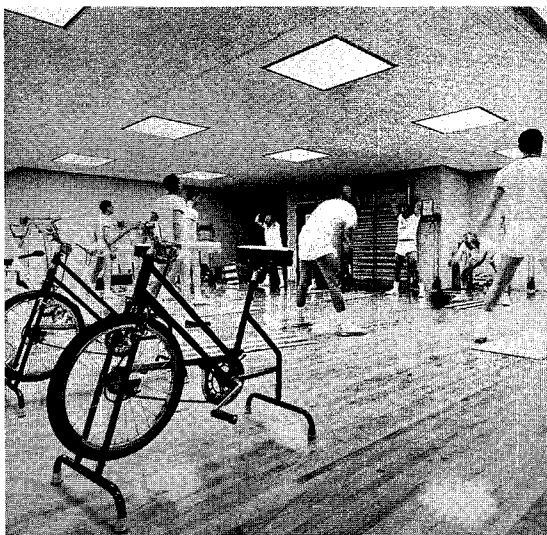
To promote the events, Klow notes, EAC is making good use of

the easel and poster board method of communicating as well as utilizing the company newspaper and having the art department design flyers which we disseminate among employees. We also produce a quarterly calendar of events which is included in the package for new employees.

With the Employees' Activities Committee at Quaker in Chicago, through employee programs, each employee gains in his own personal way through developing and expanding his capabilities for greater self-expression not only in his work but through his leisure time at work or after work. □

President's Council on Sports & Physical Fitness

Continued from page 16



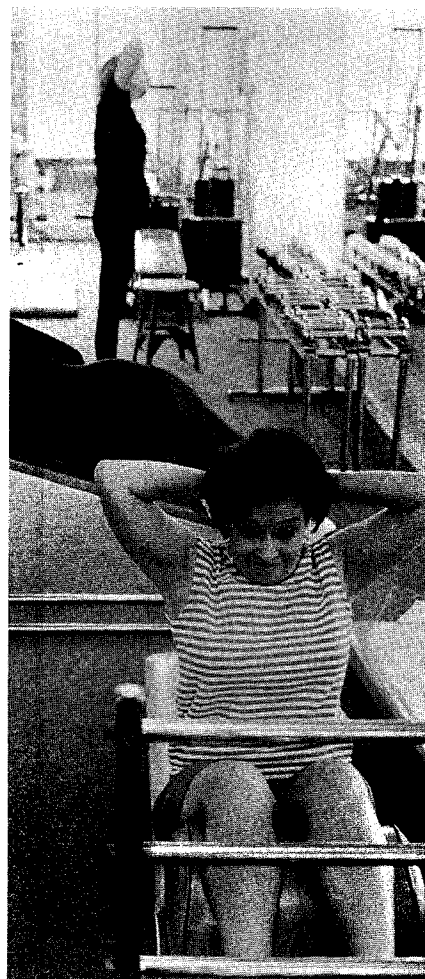
Statistics indicate heart attacks cost American business 132 million workdays per year. This year more than 100,000 men, many of them at the peak of their value to the companies they work for, will die of heart attacks. Physical fitness programs in industry can alleviate this problem, in part.

The RM survey on physical fitness (see page 10) indicated that many companies do not have physical fitness facilities or programs, but are interested in learning how to set a program

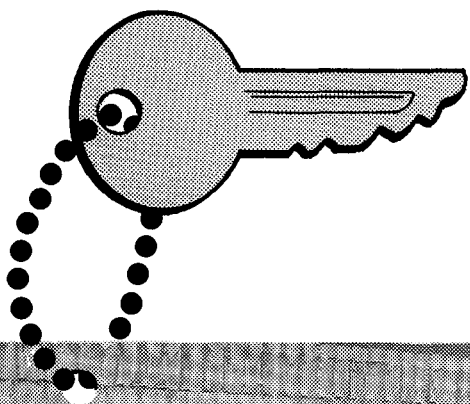
up. NIRA and the President's Council on Physical Fitness are following through with the requests and information will be sent to those companies requesting it.

Ad Index

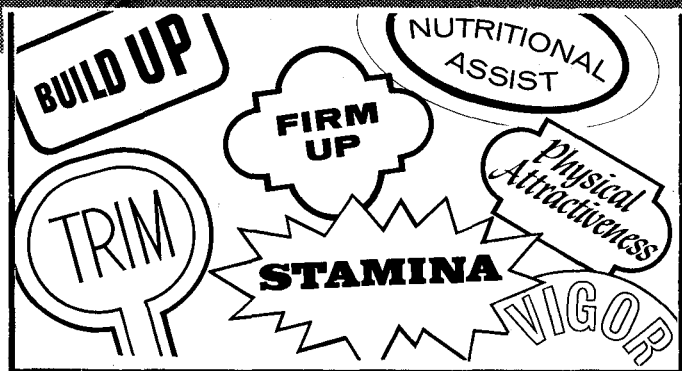
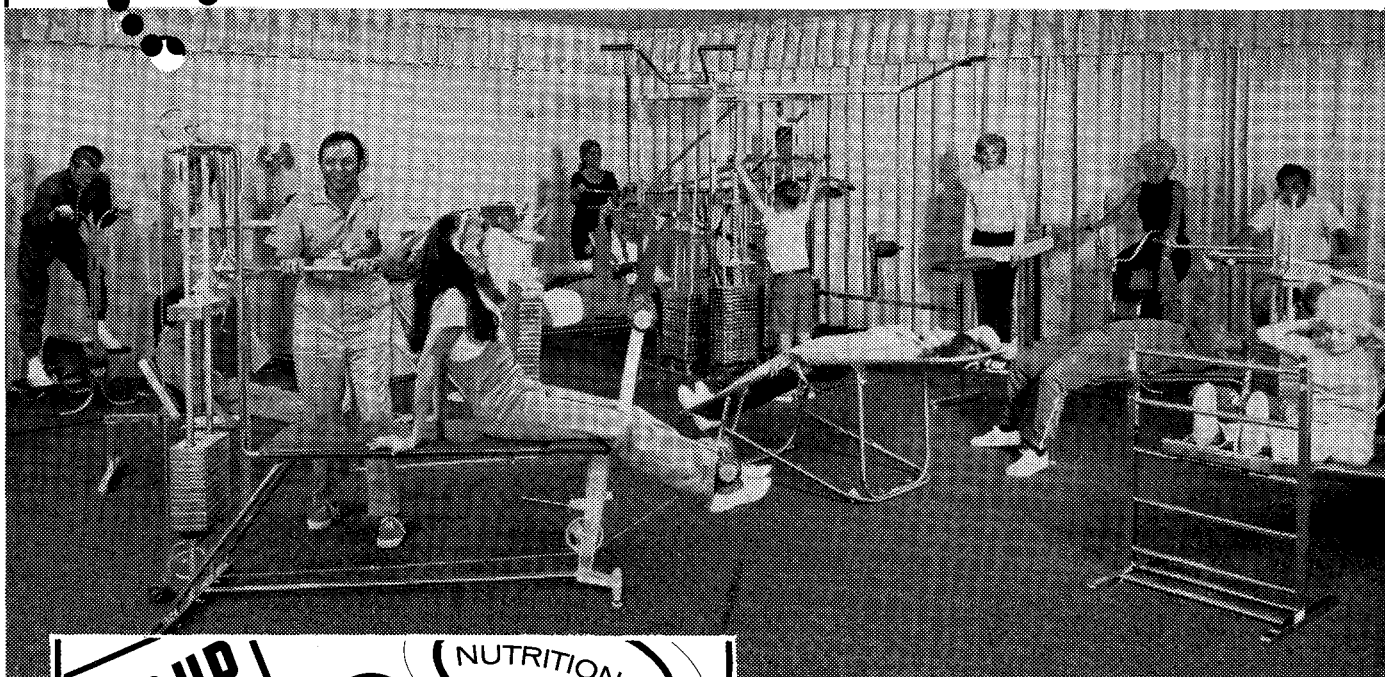
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recreation management

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recreation management

Volume 17, Number 4

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Is Recreation More Than a Fringe Benefit?

Recreation definitely is more than just a fringe benefit. For those of you who doubt it, just attend the 33rd Annual NIRA Conference which is coming up in a few days at the Royal Coach Motor Hotel in Atlanta, Ga., from May 17 to 22, and find out how really important recreation is to the American worker.

This month's cover graphically depicts this year's timely Conference theme, showing the importance of recreation in relation to the myriad benefits companies offer. The artist shows that recreation is indeed more than a typical fringe benefit for it adds greatly to the development of the employee and the company.

Companies are realizing more than ever that industrial recreation may serve as a viable force in our society in 1974. As a result, industry is beginning to expand the scope of industrial recreation programs to lead to greater development of the whole man—his health, physical and mental well-being.

In addition, as industry is plagued by absenteeism and decreased productivity today, management has hoped to revive motivation by offering more leisure, thus the four-day work week has been introduced. However, this change in scheduling alone does not make unpleasant jobs more attractive. What must be done is experimentation with ways of help-

ing people learn to integrate their work and leisure—one of these ways is to introduce industrial recreation.

By doing this, companies can educate their employees recreationally, enabling man to achieve a satisfactory balance between work and leisure. Teaching man how to deal with work in proportion to his leisure time will improve man's ability to care and understand more about the value of his work, enable him to produce more and to be more fulfilled.

Indeed, recreation is more than a typical fringe benefit. And the ever-increasing importance of industrial recreation is stressed in the contents of this issue. □

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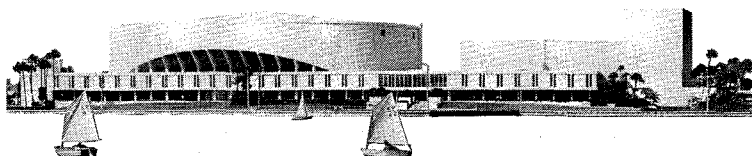
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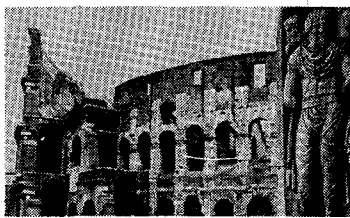
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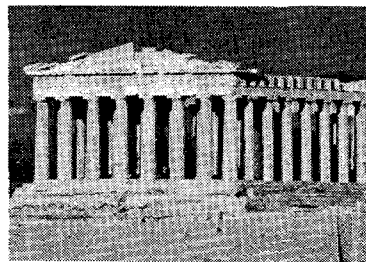
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nira news

The facts laid bare

At Michigan Bell, those who speak together, streak together?

To streak, or not to streak? That was the issue—at Michigan Bell, that is.

The idea of a streak club, a stroke of genius, was suggested recently, that sent laughter streaking throughout Michigan Bell.

Everyone from Company President on down the ranks was sent a secret streak club card. And many of the recipients flushed at the idea of the flesh.

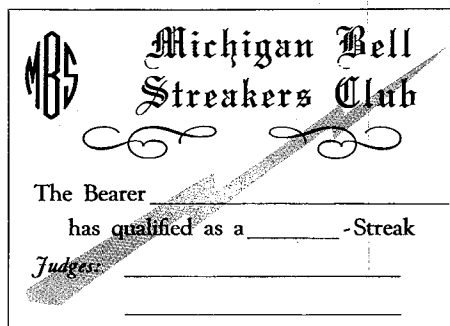
The jokers "behind" the striking idea, were a group of employees who forwarded the information to Gene Miller, Staff Supervisor, Recreation, and Gene Cielinski, Assistant. Their purpose: To inject a little humor into the company work day at the Michigan phone company.

Membership forms were sent to company employees along with a list of available supplies. This list was comprised of T-shirts for head wrap only; water transfer tatoos; sneakers; snow shoes for the blue streak; ski masks; chill blaine for blue streakers; nude snood for the shy streaker; legal aid and bail bond (group fees arranged), and cowbell.

The list of events caused employees to blush at the thought of going *au naturel*. There was to be a group grope-get acquainted meeting, followed by a streak around the Bell building with a stop on the 17th floor to visit the President; a cross-country meet; a singles, doubles and mixed doubles event, and a senior citizens' streak with cowbell and orthope-

dic shoes allowed.

All was in fun, Miller states. "In one day, Michigan Bell went from a 'speak easy' to a 'streak easy'. It was a terrific joke which everyone enjoyed." The End.



NRA Hunting Annual Available

The new National Rifle Association 1974 Hunting Annual is now available for \$2.50 from sporting goods stores, firearms dealers, and the NRA headquarters at 1600 Rhode Island Ave., Washington, D.C. 20036, according to the Wildlife Management Institute. As in previous years, the Annual features a listing of big game guides, outfitters and hunting camps for all fifty states, Canada, and Mexico, plus other pertinent information such as hunting seasons, license fees, and basic hunting regulations for each area. The 180-page Annual offers feature articles, illustrations, and more than 30 pages of color photography.

Rainbow Springs now owned by Holiday Inns, Context Industries

Rainbow Springs, one of Florida's most famous attractions, is now owned by Context Industries, Inc., which has become an equal partner with Holiday Inns, Inc.

About 250 acres of the total area are devoted to the tourist attraction, which offers such features as an underwater cruise, double-deck paddle boat, rafting trips throughout tropical bayous, animal and bird parks and some 500,000 plants and flowers.

This tops everything

A woman in Avon, Connecticut, made this suggestion to the National Industrial Recreation Association:

"Why not use the flat roofs of commercial buildings as a simple and inexpensive method of increasing the number of tennis courts available to the public? They could be installed on the roofs of shopping centers, even corner supermarkets."

This is a "top" idea which deserves consideration in your industrial recreation programs.

GM suspends production of motor homes

General Motors Corporation, in response to the energy crisis, plans to indefinitely suspend production of motor homes and boost transit bus output by 43 percent. This was released in an article which appeared in a recent issue of the **Wall Street Journal**.

The company said it halted motor home production because of a lack of orders and added it didn't know when output would resume.

Tournaments . . . more tournaments . . . and more tournaments

Trap Shooting

The Annual NIRA-Armco Steel Corporation Trap Shooting contest will kick off on July 1, 1974, according to Coordinator **Robert L. Bauer** of Armco. Entries should be sent to Bauer, c/o Armco Association, Middletown, Ohio, 45042.

The fee is \$10 per five man team. It will take place on site at the Middletown Sportsman's Club in Middletown. Any industrial company is eligible to participate; participants must be bona fide employees—retired employees are eligible.

Duplicate Contract Bridge

The 12th annual Duplicate Contract Bridge Tournament will open on Oct. 14, 1974, and will continue through Nov. 30, 1974, according to Coordinator **Wyman Jacobs**, Ford Motor Company.

The contest is postal and entries with \$1.25 entry fee should be sent to **Walter Fenton**, Ford Motor Co., Recreation Unit—Rm. 285, The American Rd., Dearborn, Michigan 48121. Any employee of NIRA member companies, immediate relatives or other company Bridge Club participants may enter.

Photo Contest

The annual NIRA Photo Contest is under way and will close on Dec. 31, 1974, according to **C. James Moyer**, Eastman Kodak Company, Kodak Park Athletic Assn., who is Tournament Coordinator.

The event is postal for both black/white and color entries. Fee

is \$1. Any NIRA member and employees of NIRA member companies are eligible. Send photos to Moyer, KPAA, Rochester, N.Y. 14650.

Fresh Water Fishing Contest

Eugene Miller of Michigan Bell announces the annual NIRA Fresh Water Fishing Contest which kicked off on April 1, and will continue through Dec. 31.

The event is postal and photographs of fish caught must be mailed within 30 days of the catch to coordinator Miller, 232 West Grand River, Room 1104, Detroit, Mich. 48226.

Entry fee is \$1. Categories include large and small mouth bass; blue gill; crappies; muskellunge; northern pike; perch, wall eye; trout—brook, brown, lake and rainbow.

Any NIRA member and employees of NIRA member companies are eligible.

Golf Tournament—Regional and National

Once again, NIRA is sponsoring a regional and national golf tournament, according to **Charles Placcek**, Motorola, and **Richard H. Wilsman**, S.C. Johnson & Son, Inc., Associate Tournament Coordinators.

Date of the regional tournament will be (on site) in August and September, 1974. The national tournament, which is postal, will "tee off" in Oct.

Fees are \$65 per four-man-team entry and \$100 per four-man-team entry of non-member companies.

Any bona fide employee of a Recreation Club, NIRA company member or immediate families of any business or industrial company which is a member of NIRA are eligible. Limit is five teams per company location. Non-member companies pay more to enter, but this includes a five month trial membership in NIRA.



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For those who want to see more of Florida, complete vacation packages including air fare, a stay at Miami Beach or Walt Disney World, plus transfers and specified tourist attractions are available at very low prices. There are also programs designed for automobile vacationer, with the holiday starting at Walt Disney World in Orlando and ending with a three or four-day cruise to the Bahamas and a short stay, if desired, at Miami Beach. The Bahama Star, which sails Fridays to Nassau and Mondays to Nassau and Freeport, has an interesting family plan. The Emerald Seas goes only to Nassau on both the three and four-day cruises.

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Starting late September and through November, the S.S. Bahama Star will cruise to special ports of call every Monday, remaining on the Nassau schedule Fridays. Choice of other ports for the four-day are Port-au-Prince, Haiti; Port Antonio, Jamaica; or Playa del Carmen and Cozumel, Mexico. These cruises offer

EASTERN STEAMSHIP LINES INC.
continued on page 16

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Formerly Williams, Diamond International, WDI, Mundy, Inc. acquired its name on Oct. 1, 1971, as a result of a merger with the cruise and passenger divisions of E.H. Mundy & Co.(America) Ltd. This greatly expanded and strengthened the new company, whose origins stem primarily from transportation-oriented backgrounds—Williams, Diamond & Co. of Los Angeles on the one hand and E.H. Mundy & Co. Ltd. of London on the other. The extent of the services currently offered is reflected in the companies represented by WDI, Mundy, Inc. in North America. This wide and diversified range enables them to secure interrelated business and develop each company's representational pattern accordingly.



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Sixty motor hotels in
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Eight resorts on the
four main islands

continued on page 16

Recipe for Serving Employees

Take one large office area, staff it with competent employee relations people and assign them these duties:

Administering a computerized Personnel Data Bank and a rental uniform contract;

Unemployment Compensation and wage lien counseling;

Communications and personnel files;

Handling and answering all employee credit, employment, and mortgage applications;

Add a full serving of administering employee recreation and call this mixture a section within a larger department.

Mix with this section another one which handles all the administrative work related to five different employee benefit plans including retirement.

Stir in one other section responsible for mail service and duplication services; top all of this off with answering hundreds of work-related and non work-related questions asked by employees in all job levels of the Company.

Ask different people to name this dish and you would probably get a lot of different answers.

A professional personnel person, more academically oriented, might fail to see a pristine light and mutter "garbage."

A more pragmatic person might apply the label "catch-all."

Within the Personnel field, where I believe most of Industrial Recreation coordination now falls, there are some clearly defined and easily recognized areas. These areas generally fall under the headings of Recruiting and Placement and perhaps Training. As evidenced from their labels, these functions find a suitable candidate for employment, get the candidate on the payroll, place him or her where it is felt he or she will have the best chance for success, and teach the candidate what to do.

Depending on the job and on the company, this process can occupy anywhere from one day to several years. In the meantime, there is a very large number of work-related and non work-related items which affect an employee not covered by these entry-level functions.

What happens when the employee loses a locker key or goes into the military service, has a question about some of the company's rules and their interpretations, has a gripe about the cafeteria food?

Who does the employee see?

On the other hand, whom does the company turn to when it decides to give the employees first chance at buying excess office furniture and equipment? Or, to organize a group of Junior Achievement advisors? Or to help local Girl

**by Kenneth L. Williams
Supervisor,
Employee Activities
R.R. Donnelley & Sons Co.**





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Employee Services

Scout troops get set up to sell cookies on company premises?

The point being that for a long time a lot of these "oddball" duties were fragmented within a larger company; the foreman handled some, the co-workers handled some, and all things considered, it was a catch-all operation.

The above description, although somewhat cluttered, is an actuality in our Company; and surprisingly in a few other large companies as well. Quite often intermixed with employee recreation is a whole host of duties which on the surface do not appear to be related. A closer inspection, however, reveals that they are very much related.

Out of all of this morass of employee and management questions, wants, and needs, there has come into being a label called Employee Services. At R.R. Donnelley & Sons Company, it fits hand in glove with employee recreation and with almost every other Personnel function. The concept takes all the seemingly unrelated employee relation duties floating within the company, brings them under one roof, and makes an organized morale-boosting function out of a hodgepodge. The employee has one location where he can get answers and receive ser-

vices for a wide variety of needs. It permits management the opportunity to concentrate more fully on managing; having been relieved of the myriad daily, routine employee needs.

As an example, our employees' organization has a retired employee's club. Working interrelated with the benefits section, the recreation area knows, prior to an employee's retirement, a number of things about the individual. If the employee's interests lie in the area of photography, the employee could be directed toward the photography club to further his interests and perhaps provide an expanded hobby for the retirement years. This provides the recreation administrator with an expanding base for activities and the employee with a closer feeling toward the company and perhaps a little less trepidation about retirement.

Working with an employee on a personal or job-related problem provides a common background from which the recreation administrator can gain an insight which is not always possible in a recreation setting. Clearer insight into employee wants and needs can possibly even point the way toward a more directed recreation program.

If through the Employee Services area, it is discovered that increasing numbers of employees are having wage lien problems, it is cer-

tainly within the scope of industrial recreation to formulate and start a consumer and credit education type of club.

Counseling an employee with a problem or providing the employee with a needed service, as is possible within the Employee Services concept, provides the recreation administrator with a big boost in solving another problem. I think, quite often, that professionalism for a recreation administrator is hard to achieve.

Conducting himself in the most business-like manner possible, the administrator still must face the fact that most employees think of fun and games when they think of him and recreation. I believe that this feeling hampers the administrator in gaining serious acceptance as a member of the management team and in obtaining the desired level of professionalism.

I'm not suggesting that being a part of the Employee Services concept creates an instant "Renaissance Man" out of the recreator. It does afford the opportunity, however, for a broader base for recreation services and gives the administrator easier access and acceptance as part of a management team.

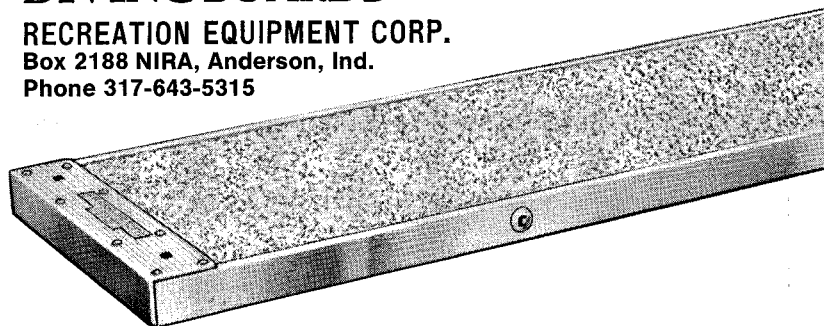
This topsy-turvy world of ours is filled with many and varied problems. Almost weekly, a different panacea is offered up to solve these problems. The Employee Services concept is certainly no panacea and should not be construed as such. Under the right conditions and in the right size company, the concept can and does work. It gives the company a viable location for controlling a host of miscellaneous duties, the employee a central location for his answers and services, and it gives industrial recreation a chance to be a part of the whole rather than being tacked on somewhere or even worse, being placed out in the left field of limbo, floundering by itself. It also points out that industrial recreation is more than just organizing a softball league, and certainly more than the typical company fringe benefit. □

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Family entertainment at its finest awaits all members of the National Industrial Recreation Association Conference scheduled to convene in Atlanta on Friday, May 17. **Six Flags Over Georgia**, the 276-acre family entertainment center located 10 minutes west of Atlanta, will host all the festivities of the opening night banquet. A delicious meal served in the Six Flags Picnic Pavilion, special entertainment, plus all the fun and excitement of the park go in to welcoming all NIRA members to Atlanta.

One of the highlights of this opening night ceremony will be the introduction of the 1974 Six Flags Funseekers Program. This national program designed by Six Flags Over Georgia along with its sister parks in Texas (Six Flags Over Texas) and Missouri (Six Flags Over Mid-America) as well as its two parks in California (Japanese Village and Movieland Wax Museum) will offer exciting family discounts to all NIRA members and their families.

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With all the new at Six Flags, in combination with all the old, it makes an evening or day of fun like no other. □

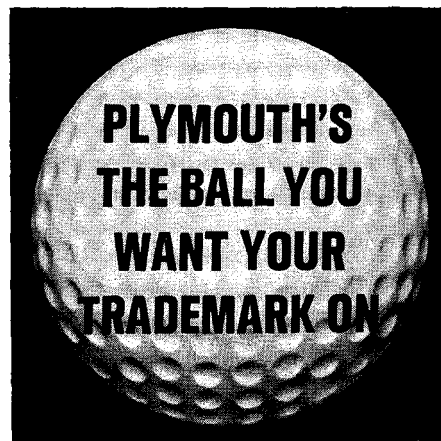
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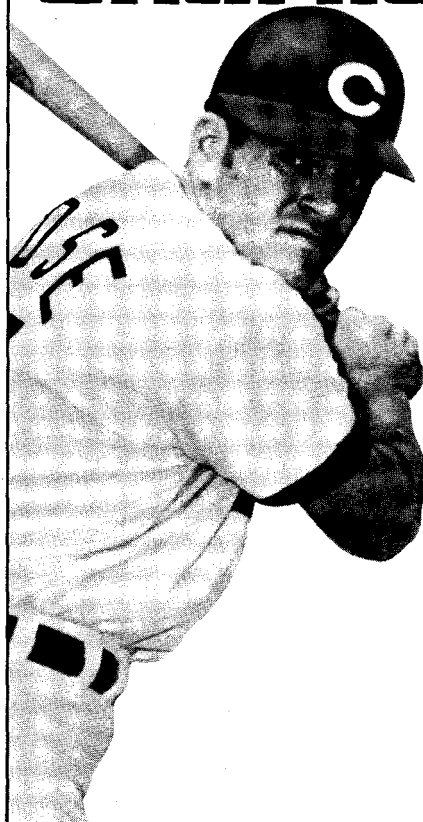
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company profile

Full management support

Key to success of recreation at Detroit Diesel Allison Division, GMC, is availability of programs to employees

**By Tom Joyce
Recreation Supervisor
Detroit Diesel Allison Division, GMC**

The simple philosophy of "Keeping Up With the Joneses" is the guiding theme of the Recreation Programs section of Detroit Diesel Allison Division, Indianapolis Operations, General Motors Corporation.

The six-plant layout includes manufacturing and warehouse facilities in Speedway, west-side suburb, and in Maywood, a suburb to the southwest of the city.

Approximately 13,000 people comprise the plant population, and these people produce Diesel engines, transmissions for on-and-off highway vehicles and trucks, bearings, electro-motive parts, and aircraft engines and components.

Recreation supervisor is T. A. "Tom" Joyce, Jr., who has spent approximately 22 years at the helm.

Recreation Programs actually is an outgrowth of local actions of several groups of people in the original Allison Division (late 30's and early 40's). Management people studied the situation and eventually ruled that the various golf and bowling leagues, various clubs, etc., should be administered from a central location. Simple guidelines were established for each activity and these rules, with eventual modification, set the style for today's programs.

Strong point of the program is the general availability of each activity to the employee. A sort of "relaxed atmosphere" is the key to the overall setup, and it did not come about by accident. The "relaxed atmosphere" concept is stressed to activity officers and

members and this is checked on a regular basis. Any variations of the concept are discussed and corrected immediately.

Joyce serves as the "main spoke" of the recreation wheel and is responsible for cost considerations as well as communication procedures. Dedicated performances of club officers have assured continued interest in the activities to the extent that the average activity has been in existence 20 years.

Joyce, who has a B.S. degree from Ball State University in Business and Physical Education and an M.S. in Recreation Administration from Indiana University, believes that recreation is a "state of mind" and thus, many things to many people. He feels that he knows more people in the division than

anyone else and from all levels of the strata. He is available most of the time to any employee and, as he says, he "loves to listen."

Needless to say, some activities have withered throughout the years but, as a rule, others have come along to replace them. One club that was especially popular among many was the Ice Club which held sessions every Monday night from November through March at the Coliseum. Suddenly, after 22 years of operation, the impetus was gone. One of the saddest chores for Joyce was to discontinue a group that regularly included some 200 families.

Generally, there are no fees charged to join an activity. And, there is no association to join.

The purpose of the Recreation Programs section is to establish a medium for the promotion of good fellowship in social, cultural and athletic activities in Indianapolis Operations.

Recreation activities at the Detroit Diesel Allison, Indianapolis Operations are available to all people on the active employment list, plus the retirees.

Activities are determined by the wants of the employees, with acceptance by division management. Activities are never adopted by the Recreation Programs section without first being solicited by interested employees.

When a person desires to insti-



Recreation Programs supervisor, Tom Joyce, spells out more details for activities participants.

He has appointed Advisory Council to guide him on knotty problems where one-man rule is subject to questions. The council includes people from many plants.

gate a new activity, he writes a letter to the supervisor of Recreation Programs, spelling out what he believes are the reasons for such a club, its needs, its wants, and the number of people he feels will participate. Then, the supervisor of Recreation Programs submits the complete story to management. If approval is given, the activity will be added to the division list. Once a new activity has been accepted, the supervisor of Recreation Programs meets with its leaders to relate what course the division expects it to follow, the facilities the division will provide, as well as funds and equipment, if any. The club is then expected to elect its officers and conduct its regular business.

Presently, the activities include 25 clubs and sports groups. In addition, the division sponsors an annual bowling tournament (440 this year, just concluded); an annual golf tournament (500 people); and an annual horseshoe tournament (50). Also, annual fall banquet (400) and spring banquet (200) festivities are on the list.

Golf is the leader in employee participation with approximately 900 people teeing off weekly from mid-April through August.

Costs for each of the activities are comparable on a per capita basis.

The facility question in Indianapolis Operations plants is an acute one but employees have come to accept it. The Powerama,

a large area set aside primarily for exhibition of division products, has an auditorium which helps the Concert Band and Male Chorus with their weekly rehearsals. The Travel Club members also use it for their monthly meetings. A softball field is located in the Speedway area and this serves very adequately for our league play. However, basketball, volleyball, tennis, bowling, golf, horseshoes, rifle, pistol, speech, radio, trap, skeet, camping, chess, bridge, and picnic activities need other facilities.

Joyce is fully in favor of recreation programs where facilities are plentiful. Yet, he points out, sometimes, it is "rather comfortable" to walk away from a gymnasium or rifle range, etc., after a game or match and have no further thoughts about the place until time for the next get together. Or, maybe, he notes, he can't visualize any other situation.

One interesting situation faced by the division, one of the largest employers in the state, is that some 40 percent of the employees reside outside the city, leaving approximately 8,000 available to select an activity. And enthusiasm for the activities is quite good as a sizeable number of people have participated for years. Another good example of the employee enthusiasm is the participation of our people in regional and national tournaments, even when they pay their own entry fees, traveling expenses, etc. □



Concert Band blares away in the Speedway Shopping Center. Both Concert Band and Male Chorus are fully-uniformed and have professional directors. Rehearsals are held weekly, and requests for appearances are voted upon by the membership. The performance is free.

GOOD THINGS TO READ

WISCONSIN'S AMAZING WOODS: THEN AND NOW. This work is a captivating history of Wisconsin forests and related resources recounted by a forester who lived throughout the state. Historical background from the time of the great Peshtigo fire, the days when Wisconsin rated tops as a lumbering state to the woodland use problems of today and the forest potential of the future, are contained in this fascinating book. Wildlife and outdoor recreation, as well as land use problems are discussed by the author Theodore F. Kouba. \$8.95. Wisconsin House Ltd., Madison, Wisc.

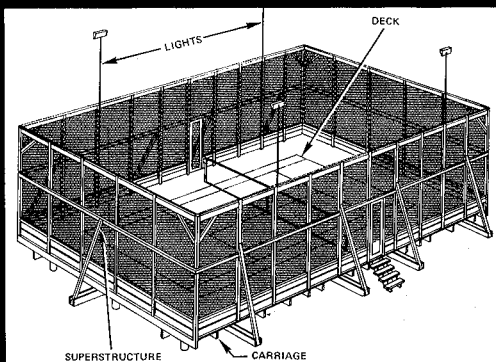
CAN WE CONQUER CANCER? There are about 1.5 million Americans alive today who have had cancer and have been cured. Preventive care, early diagnosis and prompt and proper treatment can save hundreds of thousands more lives. This pamphlet reviews what cancer is, the present status of some chief types of cancer, new techniques for detection and treatment and directions in current research. The author, Clifton R. Read, offers some observations on why we are not fully using the knowledge we do have and he suggests what needs to be done. 35 cents. Public Affairs Committee, 381 Park Avenue South, New York, N.Y. 10016.

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continued from page 10

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recreation management

Employee Recreation— More Than a Fringe Benefit

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 1968-69 Kenneth L. Kellough,* North American Rockwell Corp.
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 1973-74 Edward M. Bruno, 3M Company
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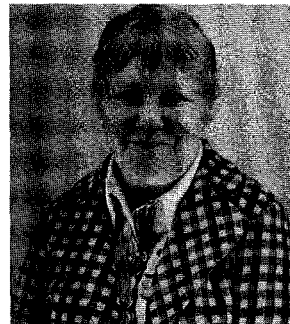
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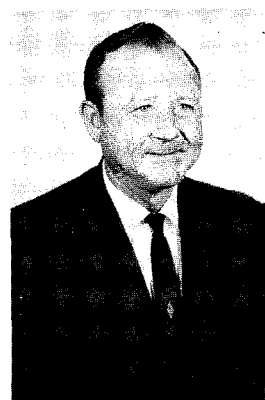
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Edward M. Bruno
President
National Industrial
Recreation Association

President's Message

"Employee Recreation—More Than a Fringe Benefit"

There's a certain sterility in a business enterprise that concerns itself only with business. More profits, more goods, and services, and more jobs are important to a company, but so is the well-being of its employees without which a company could not thrive.

Most modern—or should I say enlightened—businessmen realize this, and are making daily efforts to consider the social welfare of their people. One of these important considerations comes under the heading of *industrial recreation*.

Good businessmen who audit their social efforts have found that good recreation programs attract good employees and help retain them. These programs appear to have a positive effect on produc-

tivity as well as on job attitudes, actually creating a more stable, satisfied work force.

A rather visible commitment, it helps a company show its working citizenry that it cares about more than "how many widgets they turn out in a year." Stability, morale, *esprit-de-corps*—whatever it is, companies who make this recreational commitment find that the word gets beyond a factory's gates.

People talk. They want and need more than a paycheck from their daily toil, and when a company also provides a viable, flexible avocational benefit, most people respond. They see their working association as more than punching a time clock.

In a society in which technology

sometimes seems to threaten our humanity, social commitments by an employer can ameliorate feelings of dehumanization.

In fact, if you aren't convinced of the social need, look at it selfishly. If you gain good employees and keep them, you may well be able to attribute some of their motivation and achievement to the variety of opportunities you offer them.

Naturally, industrial recreation does not hold all the answers to questions of productivity, turnover and recruitment, but many workers who have good attitudes, who have the company's interests at heart and who take pride in their work, seem to gravitate toward a company which provides recreational outlets. □

NIRA President for 1974-75

Miles M. Carter, field employment manager and McLean's "Mr. Recreation", is the new president of the National Industrial Recreation Association for 1974-75.

He will take over this post at NIRA's annual convention this month in Atlanta. Prior to this, Carter served two terms as NIRA's vice president for program services.

A native of Winston-Salem, N.C., Carter's association with recreation goes back to the years before World War II, when he was a member of the Cleveland Indians professional baseball organization.

His baseball career was interrupted by the war and for two and a half years he served with the 10th Mountain Division as a ski trooper.

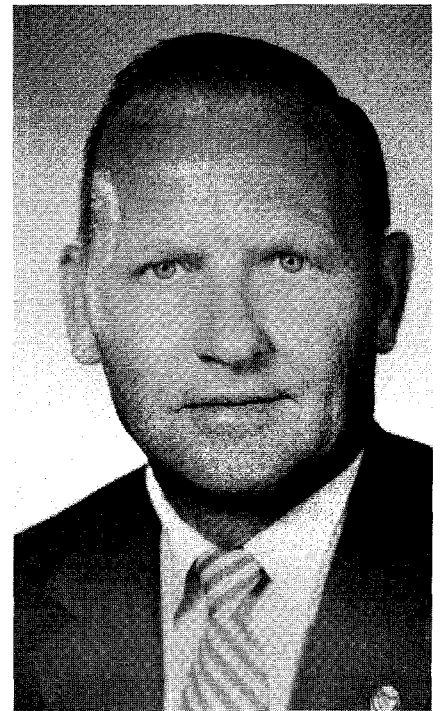
On his return from Europe in 1945, Carter began building a reputation state-wide as a baseball and

basketball player, referee and umpire. His umpiring experience brought full-time employment during 1951 and 1952 with the North Carolina Baseball League.

In September, 1952, Carter joined McLean Trucking Co. as an operations trainee. By the end of 1953 he had convinced McLean management that recreational activities are conducive to good employee relations and thus was given the green light to organize company leagues in softball, basketball, bowling and golf. At the same time, Carter's work responsibilities changed and he became the company's field employment manager, in charge of hiring contractual employees.

In subsequent years he increased the recreational program to in-

continued on page 22



Miles Carter

Earl T. Groves

NIRA Employer of the Year

This year's NIRA "Employer of the Year" is Earl T. Groves, President and Treasurer of Groves Thread Company, Inc. He is the fourth man to be honored by NIRA in this manner.

Groves typifies the type of company leader who not only contributes financially to provide industrial recreation programs for his employees, but assumes a direct role in making sure the programs are viable and meaningful.

Through his recreation program, Groves provides many special events activities such as an Easter egg hunt for employee's children; a week of July 4 events; a Thanksgiving dinner for all company employees and their families; an "Old Timers" party for employees

with 20 or more years of service with the company, and a wide variety of Christmas week activities.

Groves is an active participant in company activities. He is a member of the softball team, has played and coached the basketball team and is on the volleyball team. One of his major athletic interests is football. He served for a number of years as both head coach and advisor for the "Little Orangemen" midget football team. On three occasions, the team was a National Champion, and was North Carolina State Champions for 10 consecutive years under Groves' guidance. Groves is the type of coach who practices what he preaches, for he sets the example of daily attendance at practice sessions. And,

of utmost importance, he never allows his busy schedule to interfere with his devotion to team players.

Throughout the years, Groves has provided not only his employees with first-class facilities, but the community as well has benefited from his generosity. He financed erection of a modern gymnasium, baseball and softball diamonds, football fields, tennis courts and a rifle range.

In addition to his company endeavors, Groves' list of other activities and affiliations is endless. He serves as Chairman of the Gaston County Recreation Advisory Committee; Chairman of the Sims Park Commission; is a member of the Board of Advisors, Mars Hill Col-

continued on page 23

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1974-75 NIRA President's Message

continued from page 21

clude parties and picnics, bridge, par-three golf, and table tennis. Employees are also provided with weekly information about recreation activities.

Today McLean's recreational program is not limited to personnel at the company's Winston-Salem complex, but is available system-wide for employees in more than 100 terminals in 31 states.

Numerous awards and honors to both company and individual have resulted from Carter's efforts. In 1965, a certificate of appreciation for industrial recreation was awarded by N.C. State University. In 1966 the nationally-known Helms Foundation Award for excellence in industrial recreation was awarded to the company and Carter.

The North Carolina Recreation and Parks Society's Industrial Division gave a special citation for excellence to Carter during 1969.

While he was vice president of program services for NIRA, Carter inaugurated the first NIRA Program Services booklet, one brochure with information about all tournaments and contest sponsored by the association. He also introduced many of NIRA's postal-format tournaments, where competition is through results submitted by mail.

His membership on the NIRA Board has been for 12 of the 16 years since McLean became a corporate member. He has also served as Region IV Golf coordinator and

coordinator for the 1971 NIRA National Tournament. In general, his role in program services has been to bring greater organization and planning to the job.

In recent conversation Carter made these remarks: "I've been a member of NIRA about 17 years, I've seen some poor and good years. 1973 has proved to be one of the best including the fact that it operated in the black for the first time in many years. The Board members have been ambitious in introducing many new projects and completing them.

"1974 will be a year known with many firsts. Atlanta, Georgia and Region IV will host the first conference and exhibit to be held in the South in 33 years. Jamaica hosted the first International Board Meeting in February, 1974. The first International conference and exhibit was planned along with the Board Meeting, which will be held in Kingston, Jamaica in 1975. An ambitious committee has introduced several ways of attracting new members to NIRA. Our staff in the National Office in Chicago has become a very effective team. Our members are more ambitious and dedicated. I'm depending on the same dedication in '74-75 since NIRA needs industry, and industry needs NIRA."

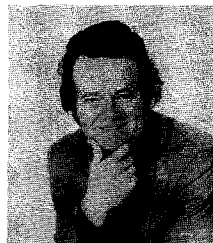
Carter and his wife Rachel, a reading specialist and consultant, live on a farm in Davidson County, just south of Winston-Salem. The Carters have two daughters, Jane and Rebecca, a grand-daughter and a grandson. □

Entertainment

Entertainment at the NIRA Conference is planned to help you top off the action-packed daily sessions with delightful performing artists who will offer everything from music to laughs.

The Sam Wilhoit Productions

Sam Wilhoit and his orchestra will have a seven-piece group performing during dinner on the last evening of the Conference, (Tuesday, May 21) subsequently his 12-piece band will present a musical spectacular featuring Sharon Scott, singer. Behind all the performers, singing, dancing and comedy, looms a panoramic backdrop in brilliant color providing changing scenes for each number.



Sam Wilhoit



The Little General Cloggers Entertainment at Management Luncheon (continued on page 31)

Groves . . . continued from page 21

lege; Chairman of the Gastonia Human Relations Commission; a Director of the First Union National Bank and the Gaston Boys Club; on the Board of Deacons of the First Baptist Church; a Trustee and member of the Executive Committee of the National Parks and Recreation Association, and a Chairman of the Board of the Dallas Sports Knitting Co., Inc. and Mason Athletic Co., Inc.

In 1960, he was named National Pop Warner Coach of the Year, and in 1963 was recipient of the North Carolina Physical Fitness Leadership Award and the distinguished service award as Young Man of the Year in 1961.

Groves is a graduate of Davidson College where he made Phi Beta Kappa and served as class valedictorian in 1950.

He and his wife Catherine have two sons. ☐

Sponsors . . . continued from page 13

personal friends are over. It's now personal attention for everyone."

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Size of Group _____ Dates _____

Program Information

Friday, May 17

- 8:00 a.m.** Exhibitors start ballroom set-up and register
- 8:30 a.m.** Executive Committee Meeting
Presidential Suite
- 11:00 a.m.** Delegate registration opens and reception
King Arthur Room
- 12 Noon** Special Committee Meetings
1. Certification—
Sir Gareth Room
Chairman: Miles M. Carter, McLean Trucking Co.
 2. Regional Management—
Sir Gawain Room
Chairman: Melvin C. Byers, Owens-Illinois, Inc.
 3. Research Foundation—
Sir Percivale Room
Chairman: William D. DeCarlo, Xerox Corp., Rochester
 4. Finance—*Sir Bedivere Room*
Chairman: Howard Bunch, First National Bank of Denver

1:00 p.m. Special Committee Meetings

1. Public Relations—
King John Room
Chairman: Arthur L. Conrad, Flick-Reedy Corp.
2. Awards, Elections, and Nominations—
Sir Galahad Room
Chairman: Gary D. McCormick, Salt River Project
3. Program Services—
Sir Kaye Room
Chairman: Fritz J. Merrell, Olin Corp.

2:00 p.m. Board of Directors Meeting—

- to**
4:30 p.m. *Sir Lancelot Room*
Presiding: Edward M. Bruno, 3M Co.

5:30 p.m. Official Conference opening banquet and addresses for delegates, wives, and exhibitors

Speakers:

Dr. Max Kaplan,
Director of the University of Southern Florida Center for Leisure Studies
Ned DeWitt,
President, Six Flags, Inc.

Six Flags over Georgia sponsored family night at Six Flags Park

Master of Ceremonies: Fritz Merrell, Olin Corp.
Entertainment: "America's Passing Parade", 40-minute musical revue. Several Dixeyland and modern entertainment groups

Saturday, May 18

8:00 a.m. "Welcome you all" to 9:15 a.m. Regional Breakfasts (Delegates)

Region I, *Sir Bedivere*
Chairman: Mary A. Kennelley, ATT Co.
Region II, *Sir Lancelot Room*
Chairman: Joseph R. Scalzo, Sun Oil Co.
Region III, *Sir Pellinore Room*
Chairman: Eugene Miller, Michigan Bell Telephone Co.
Region IV, *Sir Gawain Room*
Chairman: Roy L. McClure, Lockheed—Georgia
Region V, *Sir Kaye Room*
Chairman: Richard H. Wilsman, S.C. Johnson & Son, Inc.
Region VI, *Sir Gareth Room*
Chairman: Thurston G. Erickson, Denver IRA
Region VII, *Sir Percivale Room*
Chairman: Kenneth C. Wattenberger, Lockheed—Burbank
Regions VIII & IX, *Sir Galahad Room*

Chairman Region VIII: George
Grigor, Kodak Canada, Ltd.
Chairman Region IX: Hubert (Jim)
McGee, Martin Marietta
Alumina
All Regional Breakfasts
Chairman: Steve Waltz, Cummins
Engine Co.

8:00 a.m. to 9:15 a.m. **"Welcome you all" breakfasts**
King Arthur Room I
(Exhibitors)

Chairman: Dave Shanker, Dave
Shanker Industries, Inc.
Speaker: Michael A. Fryer, NIRA
Executive Director

9:30 a.m. to 11:30 a.m. **Grand Opening of Exhibits**
Chairman: Roy L. McClure,
Lockheed—Georgia

12 Noon **Management Luncheon**
"Employer of the Year Award"

Earl T. Groves, President,
Chairman of Board, Groves
Thread Co.

Invocation: The Most Rev. Thomas
A. Donnellan, Archbishop of
Atlanta

King Arthur Rooms I and II
Master of Ceremonies: Arthur L.
Conrad, Vice President,
Flick-Reedy Corp.

Presentation of Award: Edward M.
Bruno, NIRA President

Keynote Speaker: Earl T. Groves

Entertainment: The Cloggers,
Roger & Shas Enchanting
World of Magic

2:30 p.m. to 3:30 p.m. **General Session**
King Richard Room
"Evaluating Your Administrative Skills"

Speaker: Dr. Fred Schuster,
Ph.D. Harvard University,
Professor Florida Atlantic
University

Chairman: Richard H. Wilsman,
S.C. Johnson & Son, Inc.

Vice-Chairman: Mary A. Kennelly,
ATT Co.

3:40 p.m. to 4:30 p.m. **Concurrent Sessions**
A. "Preparing for An Audit"

Sir Lancelot Room

Speaker: Howard I. Saretsky

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Group Affiliation _____

Title _____

Approximate number of safari participants _____



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Jackley
& Saville
Chairman: Kenneth C.
Wattenberger,
Lockheed—Burbank
Vice-Chairman: Henry
Bouchard, Raytheon Corp.

**B. "Co-Ed Activities—
You've Come a
Long Way Baby"**

Sir Pellinore Room

Panel:

Dr. Alfred E. Fireman, Clinical
Psychiatrist

Jerry Duhamell, Junior
Olympics Administrator,
AAU

Dr. Ruth Alexander, Chairman,
Department of Physical
Education, University of
Florida

Chairman: Sue Stindle, S.C.
Johnson & Son, Inc.

Vice-Chairman: Donna Abdo,
Raytheon Corp.

**5:30 p.m. Exhibit Hall opens
with refreshments**

8:00 p.m. Free Evening

Sunday, May 19

**8:00 a.m. Continental Breakfast for
delegates and exhibitors**
King Henry Room

**9:00 a.m. Annual Business Meeting
and Election of Officers**
King Richard Room

Presiding: Edward M. Bruno,
NIRA President, 3M Co.

Supervisor of Elections: Gary D.
McCormick, Salt River Project
Parliamentarian: John H. Leslie,
3M Co.

Chairman: Michael A. Fryer, NIRA
Executive Director

Vice-Chairman: Pat Stinson, NIRA
Staff

11:00 a.m. Lunch on your own
to

1:45 p.m.

2:00 p.m.

to

2:45 p.m.

Concurrent Sessions

**A. "Suggested Events to
Further Develop Your
Program"**

King Henry Room

Speaker: Fritz J. Merrell,
Employee Activities
Supervisor, Olin Corp.

Chairman: W. Brent Arnold,
Manager Physical Education
and Recreation, Xerox
Corp.—Virginia

Vice-Chairman: Tracy Piper,
Manager of Recreation, Olin
Corp.

**B. "How to Obtain Profes-
sional Certification"**

Sir Lancelot Room

Speaker: Martha L. Daniell,
Division Manager of
Employee Activities,
Nationwide Insurance Co.

Chairman: Vicki Lucas,
Northern Natural Gas Co.

Vice-Chairman: Jeff Nicoson,
Eli Lilly & Co.

**C. "Travel Program, What
You Can Expect during
the Energy Crisis"**

Sir Pellinore Room

Panel:

NIRA Travel Exhibitors
representing: Tourist Board,

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AAU
Vice-Chairman: Gloria Boyles,
Union Carbide

2:55 p.m. to 4:30 p.m. **General Session**
King Richard Room
**"The Impact of Increasing
Leisure Time on
Corporate Administration
and Personnel Programs"**

Speaker: D. Ernie Olson, Ph.D.
University of Illinois, Professor
Southern Illinois University
Chairman: Andy Zadany, Corning
Glass Works
Vice-Chairman: Tom Joyce, Detroit
Diesel Allison Div., GMC

3:50 p.m. to 4:45 p.m. **Concurrent Sessions**
A. "Taxation and

**Incorporation of Recreation
Programs"**

King Henry Room
Speaker: George Webster,
Attorney, Webster &
Kilcullen

Chairman: Mark Armstrong,
Xerox Corp.—Texas
Vice-Chairman: George Grigor,
Kodak Canada, Ltd.

**B. "Considerations of
Cost,
Space, Personnel, and
Administration for
Developing a Physical
Fitness Program"**

Sir Lancelot Room

Panel:
W. Brent Arnold, Manager
Physical Education and
Recreation, Xerox
Corp.—Virginia
George Otott, Director of
Recreational Fitness Sales,
Universal Athletic Sales
Chairman: Don Fredricks,
Xerox Corp.—Rochester
Vice-Chairman: Jerome
Cristiana, Northern Natural
Gas Co.

5:00 p.m. to 9:30 p.m. **Exhibit Hall Hospitality
Party—Exhibitors Host
with Refreshments**

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Exhibit in Atlanta.

Monday, May 20

8:00 a.m. CIRA/CIRL Breakfast—
to Camelot Room

9:15 a.m. Chairman: Martha L. Daniell,
Nationwide Insurance Co.

8:00 a.m. Breakfast for Delegates,
to Wives, and Exhibitors

9:15 a.m. *King Arthur Room I*

9:45 a.m. Grand Finale of Exhibits
to with Closing Buffet

1:15 a.m. Lunch to Honor Exhibitors

King Arthur Rooms I & II

Chairman: Michael A. Fryer, NIRA
Executive Director

Vice-Chairman: Robert F.
Andersen, Director of
Advertising, Recreation
Management Magazine

**Merchandise prize
drawings
held during lunch**

2:00 p.m. Exhibitors commence
dismanteling booths

2:15 p.m. Concurrent Sessions

to
3:15 p.m. A. "Fund-Raising Programs
as Supplemental
Income"

Sir Lancelot Room

Panel:

Mike Brown, R. R. Donnelley
& Sons Co.

Roger Garrett, Technicolor,
Inc.

Richard Brown, Texas
Instruments

Al Porter, Raytheon Co.

Chairman: Von Conterno, Pratt
& Whitney

Vice-Chairman: Reynolds
Johnston, Monsanto Co.

B. "A Layman's Approach
to Survey and
Questionnaire
Preparation, Usage &
Evaluation"

Sir Pellinore Room

Speaker: Dr. Douglas Crapo,
University of Waterloo,
Canada, NIRA Research
Foundation Trustee

Chairman: Jerome Cristiana,
Northern Natural Gas Co.

Vice-Chairman: Mike Fitzpatrick,
Raytheon Co.

C. "Reader Evaluation and
Planning Session for
*Recreation Management
Magazine*"

Sir Gareth Room

Chairman: Arthur L. Conrad,
Flick-Reedy Corp.

Vice-Chairman: Melvin C.
Byers, Owens-Illinois, Inc.

3:30 p.m. Concurrent Sessions

A. "Seminar & Review of
Your Recreation Program
and Employee Services"

King Richard Room

Speakers: NIRA Past
Presidents

Chairman: Martha Byers,
Owens-Illinois Inc.

Vice-Chairman: Ron Hurst,
Control Data Corp.

B. "Be Bullish with your
Cash"

King Henry Room

Speaker: Dr. Mike Long,

Georgia Institute of Technology

Vice-Chairman: Ray Kapper,
Firestone Tire & Rubber Co.

4:30 p.m. New Board of Directors
to Meeting

5:15 p.m. *Sir Lancelot Room*

Presiding: Miles M. Carter,
Incoming NIRA President

6:00 p.m. Evening on Your Own

Tuesday, May 21

9:30 a.m. Concurrent Sessions

to
10:20 a.m. A. "Effective Techniques of
Promoting and Advertis-
ing Programs"

Sir Lancelot Room

Speakers:

Arthur L. Conrad, Vice

President, Flick-Reedy Corp.

Melvin C. Byers, Corporate
Coordinator of Personnel
Activities, Owens-Illinois,
Inc.

Chairman: John Meyer,
Motorola—Chicago

Vice-Chairman: Ellis Rhodes,
Solar-International Harvester

B. "Integrating Company
and Community
Recreation
Programs

and Facilities"

Sir Pellinore Room

Film Presentation: Charles E.
Bloedorn, Director of
Recreation, Goodyear Tire &
Rubber Co.

Speaker: Dr. Keith Roys,
Professor of Recreation,
University of Missouri

Chairman: Bob Purkey, Pharr
Yarns

Vice-Chairman: Bill DeCarlo,
Xerox—Rochester

Speakers:

Kenneth C. Wattenberger,
Executive Director,
Lockheed Employee's
Recreation Club,
Lockheed—Burbank
Richard H. Wilsman,
Recreational Manager,
S. C. Johnson & Son, Inc.
Chairman: Steve Polaski,
Sunstrand

Vice-Chairman: Chet
Pellegrin, Detroit Edison
Co.

B. "Membership Campaigns for NIRA and Your Company"

Sir Lancelot Room

Speakers:

Andrew Zadany, Recreation
Director, Corning Glass
Works

Al W. Porter, Manager,
Employee Relations,
Raytheon Co.

Chairman: Jerry Moran,
Pacific Telephone Co.

Vice-Chairman: Eugene
Miller, Michigan Bell
Telephone Co.

C. "Techniques of Preparing and Revising Budgets"

Sir Pellinore Room

Speaker: Howard Saretsky, La.
France, Walker, Jackley & Saville
Chairman: Joe Smith, PSNS
Vice-Chairman: James
Fassenalla, Rochester Gas &
Electric

3:20 p.m. General Session

to *King Richard Room*

4:20 p.m. "Management's Preference—Employee or Company Controlled Recreation Programs"

Speaker: Bill Key Director,
Industrial Relations,
Lockheed—Georgia Co.
Chairman: John Tutko, USAF
Recreation Services
Vice-Chairman: Julia Thompson,
Lockheed—Sunnyvale

4:30 p.m. Concurrent Sessions

to 5:10 p.m. A. "Programming Idea Exchange Seminar" *Sir Lancelot Room*

10:30 a.m. General Session

to *King Henry Room*

11:30 a.m. "Employee Recreation Is More than a Fringe Benefit"

Speaker: Dr. Tom Hines,
N. C. State U.

Chairman: Miles M. Carter,
McLean Trucking Co.

Vice-Chairman: K. T. Compton,
Eastman Kodak Co.

12 Noon

to 2:15 p.m. Awards Lunch (Welcome New Board) for Delegates, Exhibitors and Wives

King Arthur Room I

Citizens Savings

Athletic Foundation Awards

National Rifle Association
Awards

NIRA Certificate of
Excellence Awards

NIRA Promotional Materials
Contest Awards

NIRA National Championship
Bridge Awards

NIRA National Championship
Bowling Awards

NIRA National Championship
Golf Awards

NIRA National Championship
Fishing Awards

Special Presidential Award

Master of Ceremonies: Edward M.
Bruno, 3M Co., NIRA President

2:30 p.m. Concurrent Sessions

to 3:10 p.m. A. "How to Start or Further Develop an Industrial Recreation Council in Your City" *Sir Percivale Room*

SPOUSE'S PROGRAM

FRIDAY, MAY 17

- 11 A.M.** Delegates and Wives Registration—Welcoming Reception
King Arthur Room
- 5:30 P.M.** Official Conference Opening Banquet and Addresses for Delegates, Wives and Exhibitors. Six Flags over Georgia Sponsored Family Night at Six Flags Park.

SATURDAY, MAY 18

- 8 A.M.** "Welcome you All" Buffet Breakfast—*King Edward Room*
Speaker: **Virginia Merrell, Co-Chairman Spouse's Program**
Speaker: **Marge Cameron, President, Lockheed-Georgia Employee Recreation Club**
- 9:30 A.M.** Grand Opening of exhibits
- 12 Noon** Management Luncheon "Employer of the Year Award"
- 2 P.M.** Board Buses for Rich's Department Store for shopping
- 3:30 p.m.** Tea/Fashion Show—*Rich's Magnolia Room*
- 4:30 P.M.** Board Buses Back to Hotel
- 5:30 P.M.** Exhibit Hall opens with refreshments
to
- 8 P.M.**
- 8 P.M.** Free Evening

SUNDAY, MAY 19

- 9:30 A.M.** Continental Breakfast in Chairman's Suite
to
- 10:30 A.M.** **Marie McClure, co-Chairman Spouse's Program**
- 11 A.M.** Board Buses for Tour of Atlanta and Plantations. Lunch at the Stone Mountain Inn

- 5 P.M.** Exhibit Hall Hospitality Party—Exhibitors Host
to
- 9:30 P.M.** with Refreshments and Hors D'oeuvres

MONDAY, MAY 20

- 8 A.M.** Breakfast Buffet—*King Edward Room*
Speakers: **Rachel Carter, Incoming NIRA First Lady; Virginia Conrad, Wife of NIRA V.P.**
Topic: "All about Jamaica 1975"
- 9:45 A.M.** Grand Finale of Exhibits and Closing Buffet
to
- 1:45 P.M.**
- 2 P.M.** Educational Session—
to
Quilting Demonstration
by **Mrs. Billie Crumly**
- 3 P.M.**
- 3:15 P.M.** Educational Session—
to
Flower Arranging by
Mrs. June Stewart
- 4:15 P.M.**
- 4:30 P.M.** Educational Session—
to
Southern Cooking
- 5:30 P.M.** Demonstration by
Mrs. Crumly and Mrs. Ruth Elrod

All sessions will be held in King Edward Room

TUESDAY, MAY 21

- Morning Opening
- 12 Noon** Awards Lunch (Welcome New Board) for Delegates, Exhibitors, and Wives—*King Arthur Room*
to
- 2:15 P.M.**
- 2:30 P.M.** Board Buses for Cumberland Mall (Largest Shopping Mall in the South)
- 4:30 P.M.** Board Buses back to Hotel
- 7 P.M.** President's Dance and Closing Dinner Show hosted by Royal Coach Motor Hotel with Top Name Entertainment *Castle Ballroom*



Professor Backwards
Jimmie Edmondson
Dean of Laffology

Following the sounds of Sam Wilhoit, Jimmie Edmondson, Professor Backwards will entertain NIRA members.

Professor Backwards inverse humor plays a good part in the success of Professor Backwards, an academician famous as Dean of Laffology.

Program continued from page 29

Moderator: Charles Bloedorn,
 Goodyear Tire and Rubber Co.

B. "Methods to Overcome Problems of Promoting Your Activities"

Sir Pellinore Room

Speakers:

1973 NIRA Promotional Award Winners	Jack Frain, McDonald Douglas
Marge Keane, Continental Illinois National Bank	Chairman: Ed Hubert, Battelle Columbus Laboratories
Kenneth C. Wattenberger, Lockheed—Burbank	Vice-Chairman: Jim McGee, Martin Marietta Alumina Co.

7:00 p.m. President's Dance and Closing Dinner Show hosted by Royal Coach Motor Hotel with top name entertainment.

Castle Ballroom

Master of Ceremonies: Von Conterno, Pratt & Whitney	Host: Dunfey Family Hotels & Royal Coach, Atlanta
Special Guests: Edward M. Bruno, 1973-74 NIRA President	Entertainment MC: John Meyer, Motorola, Chicago
Miles M. Carter, 1974-75 NIRA President	Entertainment: Sam Wilhoit Productions, The Backwards Professor

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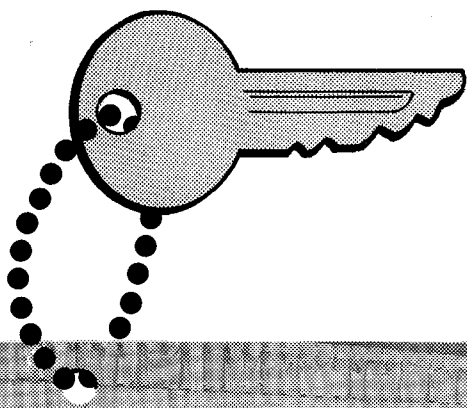
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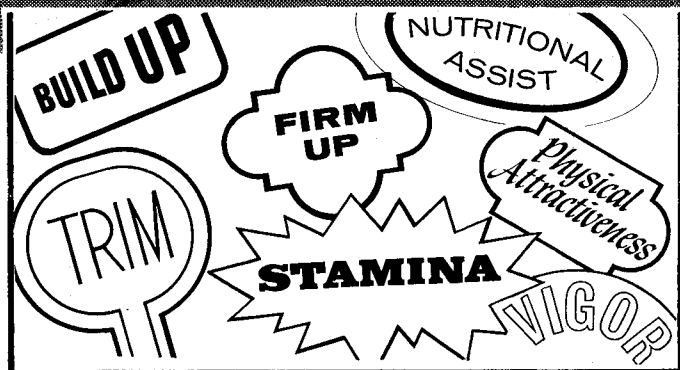
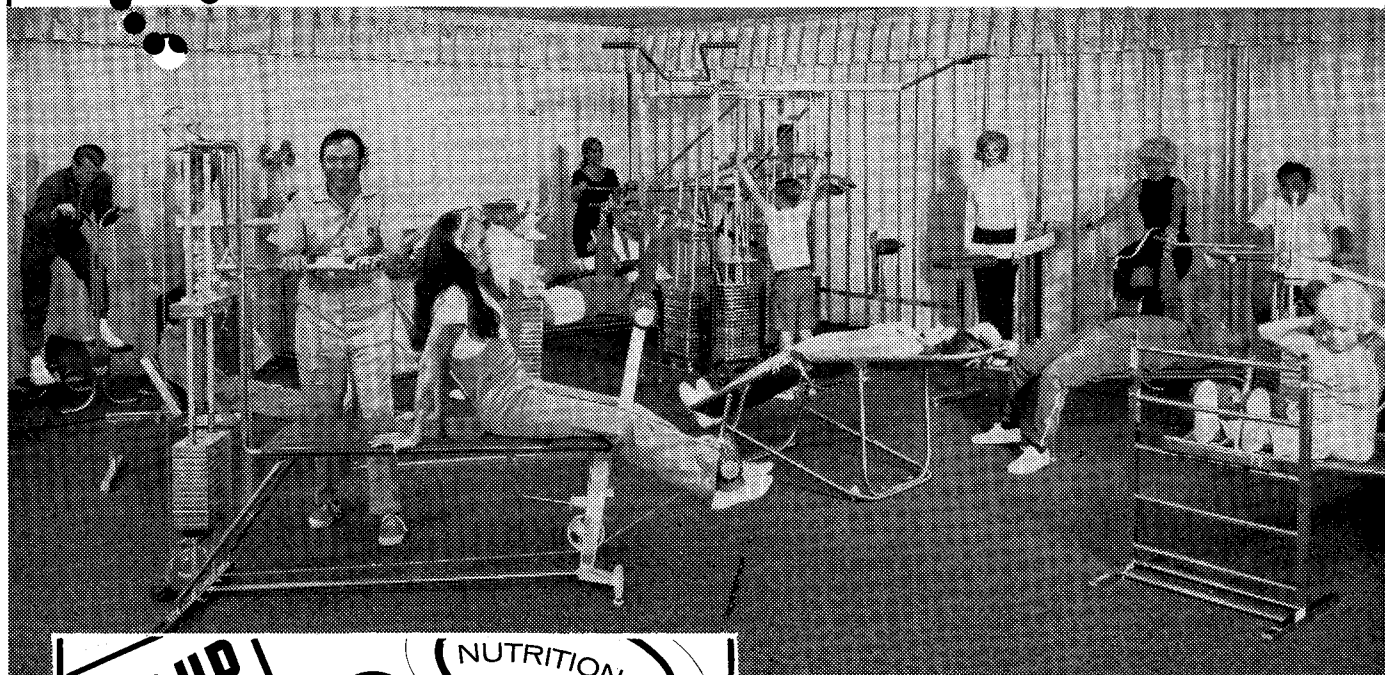
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London: A city for all seasons, all tastes and all budgets

by Malcolm Mottram
British Tourist Authority

Thanks to many a Jack the Ripper and Sherlock Holmes movie there is a widespread impression that Londoners spend their whole time groping squint-eyed through the pea-souper fogs that permanently engulf their city. Such a misconception is not helped by Englishmen themselves who invariably start any conversation with a stranger by referring to the weather and even England's most famous sons have in many cases done little to tell the story aright.

It was Lord Byron who described the English winter as "ending in July, to recommence in August" whereas nothing could be farther from the truth. In fact, thanks to pollution controls now 20 years old those fogs are very much a rather romantic myth. It is interesting to note that, despite all claims to the contrary, only 25 inches of rain fall on London in a year compared with 31 inches in Nice and 32 inches in Rome. Temperatures in the summer are always comfortable—around 65 to 70° F—and in the winter seldom fall below 35°. As a re-

sult, London, perhaps more than any other city in Europe, is ideally suited for visiting year-round.

In the winter life moves indoors: the 50 West End theatres, concert halls and ballet companies are in full swing and clubs, pubs and restaurants are at their liveliest. The January sales at famous stores such as **Marks and Spencer, Harrods, Fortnum & Masons, Selfridges** and the **boutiques of Carnaby Street** and **Knightsbridge**, bring thousands of Londoners into town. Life swings in London during the "off" months and the airlines and hotels are able to offer some very low-priced and attractive packages that make London more of a bargain than ever.

By March the daffodills are pushing up their heads in **Hyde Park** and, with the arrival of Spring, London takes on a cosmopolitan air of *joie de vivre* and gaiety. Trendy young men and "dolly birds" desert themselves in **Chelsea** and **Kensington** like the dandies of the eighteenth Century. The **Chelsea Flower Show** and dishes of straw-

berries and cream at the **Wimbledon Tennis Championships** herald the beginning of Summer and London parks and village greens alike ring to the sound of cricket games and open air concerts. As the green of Summer turns into the browns and golds of Fall, London returns to normal. The Queen rides in State to open Parliament and deliver her annual speech from the Royal Throne, and the new Lord Mayor of the City of London rides in procession from the **Guildhall** to the **Royal Courts of Justice** flanked by an artillery regiment resplendent in their 17th century uniforms.

Whatever season of the year one visits London, the impression is of a city of history, splendour and pageantry. Every moment spent wandering her streets reminds one of the 2,000 years the city has been growing, each century leaving behind it vivid testimony of its character and its legacy for the future. London has been called a collection of villages and in many ways it is still exactly that. **Boroughs such as Westminster, Kensington, Chel-**

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London's Lord Mayor leaves the Guildhall which is in the heart of "the city." On his ceremonial ride, every November, the Lord Mayor is accompanied by a colorful parade of floats and flanked by members of the Company of Pikemen and Musketeers, a London military body dating back to the 17th century. (Photo courtesy of the British Tourist Authority.)

sea, Soho, Bloomsbury, Highgate, Hampstead and Greenwich each retain their atmosphere and characteristics, independent of their neighbors. The City of London itself was first settled by the Romans in 43 A.D. and remains even today just one mile square. The city is the financial heart of London, and, indeed of Britain; its narrow twisting streets which resound with the roar of traffic during the week become still and silent at the weekend. Even the churches close on Sundays. The center of attraction for any visitor to the City is Sir Christopher Wren's masterpiece, St. Paul's Cathedral, built after the fire that razed London in 1666. Close by, stands the **Tower of London**, William the Conqueror's magnificent but forbidding bastion, telling the history of England over nearly 1000 years. Within its walls, Anne Boleyn, Lady Jane Grey, The Earl of Essex, the Duke of Monmouth and

countless other unfortunates lost their heads. The Tower nowadays is the more peaceful repose of an impressive museum of armory and weapons and the Crown Jewels of the British Monarchy, which include the world's largest cut diamond.

Other place-names evoke a feeling of history: **Westminster Abbey** where, since 1066, every King and Queen of England has been crowned; **Buckingham Palace** where the colorful changing of the Guard takes place every morning; the **Victoria and Albert** and **British Museums**, the **Tate Gallery**, the **Royal Opera House** at Covent Garden, the **Albert Hall**, all testimony to a sense of history and of culture. And in the modern world, **Regent Street**, **Piccadilly**, **The Haymarket** and **Shaftesbury Avenue** radiate from **Piccadilly Circus**, the neon lit hub of London's entertainment world. For quiet relaxation, **Re-**



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London: city of history, splendor

gents Park and St. James's Park, once Royal hunting grounds, are two of London's most lovely gardens and in Hyde Park on Sunday mornings prophets still pontificate from atop their soap boxes, to the amusement, if not the edification, of both heckler and bystander.

To hear, first hand, some good old fashioned cockney rhyming slang and some equally old-fashioned, but not quite as good, Anglo Saxon, try Billingsgate Market. At Petticoat Lane and Portobello Road markets you can haggle prices on an astonishing range of bric-a-brac. If you prefer a little more dignity, Christie's and Sotheby's are the world's largest auctioneers of rare works and antiques.

A city for all seasons and all tastes, London is also a city for all budgets. A recent survey shows that Britain is the least expensive of all member countries of the European Common Market. A pint of beer in one of London's thousands

of pubs still costs only 50 cents and is one of the cheapest and most delightful ways of meeting the real locals. A pub lunch, heartily recommended, costs only \$1.50 and a three course dinner with carafe wine at a Chelsea bistro \$7.00. Hotel accommodation in the right place at the right price always used to be a problem in London, but now, thanks to the 17,000 new bedrooms in 60 new hotels that have been built over the last few years, accommodation is no longer a problem. Bed and breakfast in a good first class hotel in Central London can now be had for as little as \$14.00 inclusive. There is no gas rationing at all anywhere within the British Isles and travel is both easy and inexpensive.

Speed limits have been lifted on expressways and road, rail, sea and air transport are operating normally. Every corner of the British Isles is easily accessible from London.

London is a must for anyone planning a trip to Europe. The very fact that English is mutually understandable (almost always, anyway) opens up many doors and allows the visitor to get a real and significant impression of Britain and her people. It also means that whatever your taste, pleasure or inclination, it can be found in London. As Dr. Samuel Johnson once said: "When a man is tired of London he is tired of life, for there is in London all that life can afford".

For further information about travel to Britain, and special arrangements for groups write: British Tourist Authority, (Dept. S.T.) 875 N. Michigan Avenue, Suite 2450, Chicago, Ill. 60611 □

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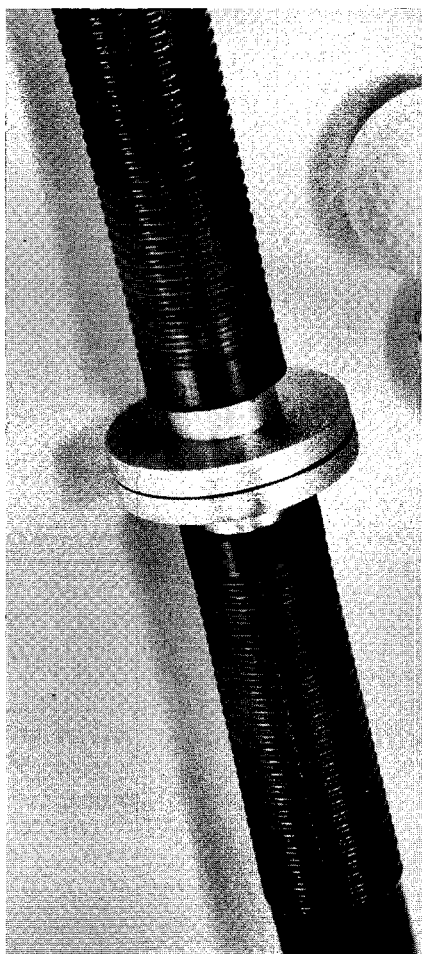
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1. Speco golf wrist exerciser

The Speco Golf Wrist Exerciser is effective for strengthening and toning wrist and lower arm muscles. Designed especially for the golf market, it is equally beneficial for bowling, tennis and other sports requiring wrist and forearm strength and coordination.

For the golfer, the exerciser promotes longer, straighter, more consistent drives, and helps present troublesome faults such as shanking and casting. Exerciser use enables infrequent golfers to keep in shape, provides excellent pre-game muscle toner for regular players and is recommended for winter-season fitness and for the busy executive at his desk.

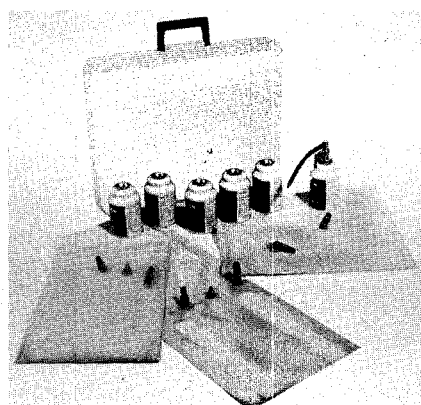
2. Portable chemical "john"

A portable chemical toilet, the Tuffy, is now in full production. It has a virtually indestructible one-piece seamless polyethylene tank and is completely self-contained. It is manually flushed by a pump with a quick service dump valve for easy servicing. The stainless steel bowl and the uncloggable baffle-weir filter provide years of maintenance-free operation. The toilet is great to use on those overnights and long camping trips.



3. Aluminum racket with nylon yoke

This new aluminum tennis racket in the moderate price range, has an aluminum alloy frame which delivers extra resiliency and an open throat design which provides the kind of control that makes good players better. Nylon yoke and channel lining give livelier play and minimize friction wear on the 19/20 string.



4. Cold compress kit

This new product for the cyrotherapeutic treatment of traumatic injuries, incorporates two of the most medically effective first aid principles—cold and pressure. In kit form, Cyropac consists of six cans of Cyrogen refrigerant, a valve and hose assembly and three unique nylon elements—a boot, glove and wrap—that individually envelope practically any part of the body.

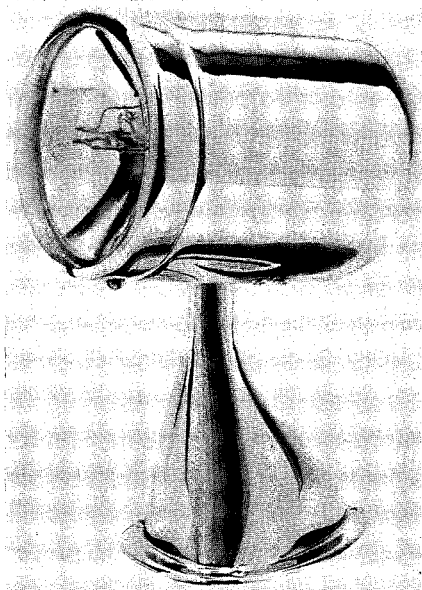
Cyropac has been designed specifically to control internal bleeding by slowing the flow of blood and other body fluids to an injury.

5. Electronic jogging-in-place device

Jog-A-Mat, a sensational new electronic jogging-in-place device, provides comfortable, in-place jogging in the privacy of the office, home or locker room.

The device measures the jogger's stride electronically in speeds of 0 to 10 miles per hour and distance in hundredths of a mile. It has a reset distance counter and a nylon, sensitized jogging mat made of Austroturf.

The mat is unaffected by the weight of the jogger or by weather when used outside. Operated by two 9 volt batteries, the unit is compact and portable for the traveler.



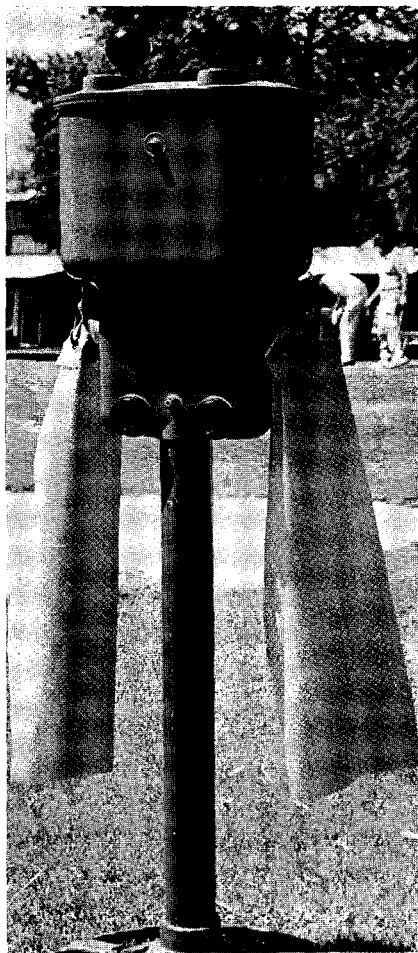
6. Remote control searchlights

A new motor-driven searchlight for roof mount on recreational vehicles features fingertip control from inside the vehicle, according to the manufacturer. The 5-inch diameter light has 110,000 candlepower and is ideal for lighting campsites, finding streetsigns and backing the vehicle.

The complete drive unit is enclosed in the light housing. One simple panel that mounts on the dashboard has all operating controls: a fingertip control lever for vertical and horizontal movement, a variable speed control for easy precision beam control and an on/off switch for flood or spot beam.

7. Rust preventative bike lubricant

A new product, LPS #1, will prevent rust on metal parts of bicycles while keeping chrome shiny without attracting dirt and dust. It will also loosen frozen derailleurs, shift levers and brake calipers. LPS #1 is a greaseless metal-protector and cleaner that will stop runs and lubricate even the most delicate mechanisms. It will dry wet metals and loosen frozen parts in seconds.



8. Disposable golf towels

Pro-Tee, a sturdy yet disposable golf towel, is available in green and

white print and gold patterns. The towels cost less to use than conventional launderable towels, and they eliminate the labor needed to collect and return reusable towels to the laundry.

Noted for their durability, Pro-Tee golf towels are made of a heavy-duty nonwoven rayon fabric with a textured construction that adds to their excellent tear resistance and absorbency. They dry quickly after showers, resist mildew and stand up well in all types of weather.

9. Travel industry publication

A unique quick reference guide to affinity group space availability on scheduled and charter flights, not available through any other source, has been introduced.

The publication presents in single reference form the offerings of tour wholesalers in the non-affinity ITC, TGC charter and GIT scheduled markets. It also includes air/sea and ocean cruise listings.

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news in brief

'Lib' wins gym okay

Women's lib has scored a breakthrough in the White House, according to a recent newspaper account. From now on, women workers in the White House at all levels will be permitted to use the once restricted "male only" gym in the Executive Office Building from 7:30 a.m. to 11:30 a.m. on weekdays.

The right to use the "health facility" came about after a struggle. Women who wish to use the gym will pay \$20 membership fee. Secretaries, particularly, complained that their backs ached from long hours of sitting at their desks with no opportunity to exercise.

Recreation added as fringe benefit to Capitol Hill pay

Recreation is one of the many benefits offered to members of Congress, according to a recent article in the *Washington Post*. Other governmental agencies providing this same type of recreation benefit are the State Department, Agriculture Department, the CIA, the Army, Navy, Air Force and Marines.

Members of Congress, the article points out, have their own free health clubs: a modern gymnasium in the Rayburn Office Building on the House side and another in the Senate's Russell Office Building. Facilities include swimming pools, paddleball courts and saunas.

Some actuarial statistics

Some changes in actuarial statistics are reported in a recent issue of *Time Magazine*, some reflecting unsettling changes without any explanation. The death rate for non-white men, for example, increased from 1,211 per 100,000 persons in 1960 to 1,251 in 1971. Meanwhile the rate for everybody else fell slowly. On the good side, however, the infant mortality rate has declined for all races from 47 per 1,000 live births in 1940 to 19.2 in 1971. An entire report, issued by the Government Office of Management and Budget, entitled *Social Indicators*, offers a wealth of statistics and charts in 258 pages for \$7.80 paperback edition.

Help for the attack-prone

More than half of the 675,000 Americans who die of heart attacks each year, never make it to a hospital, where the technology of a modern coronary unit might have saved their lives, according to *Newsweek Magazine*.

A portable ECG device, that is basically a tape recorder, could have saved lives. Heart attack victims usually succumb within minutes, even seconds, of the first symptoms because of disturbances in the rhythm of the heartbeat leading to cardiac arrest. Usually premature ventricular contractions (PVC's) precede cardiac arrest. The ECG recorder, which can be carried, on a shoulder strap, is attached to three electrodes taped to a patient's chest. ECG recordings, in a study, were made on each patient for 10 hours immediately after the heart attack, and then at intervals of up to three months after the patient was discharged. The patients wore the recorders while carrying out their normal daily activities.

In the course of the study, it was discovered that there are differences in PVC's and these can be

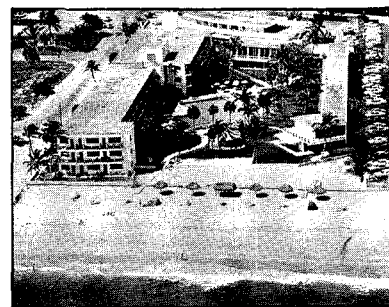
measured. If analysis of electrocardiograms could be made periodically following heart attacks, patients with the greatest risk of single death could be singled out, and given drugs to reduce the irritability of the heart muscle, prevent PVC's and subsequent cardiac arrest.

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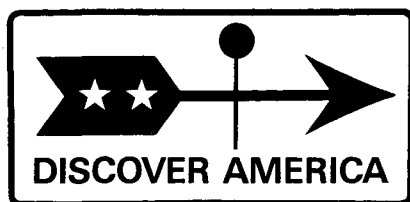
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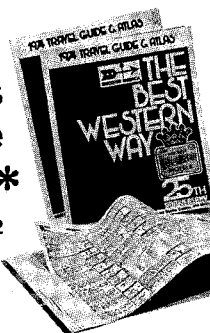
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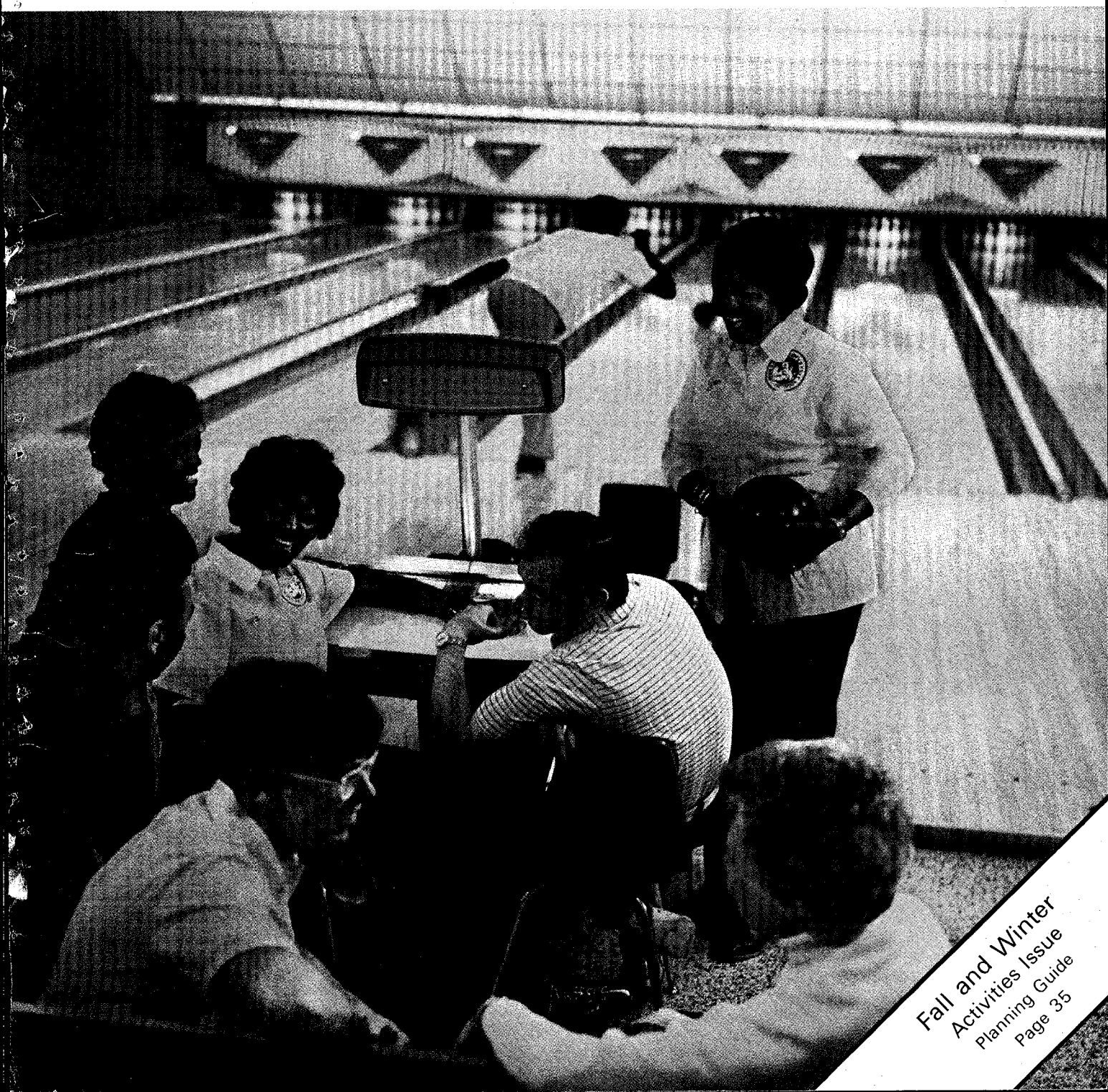
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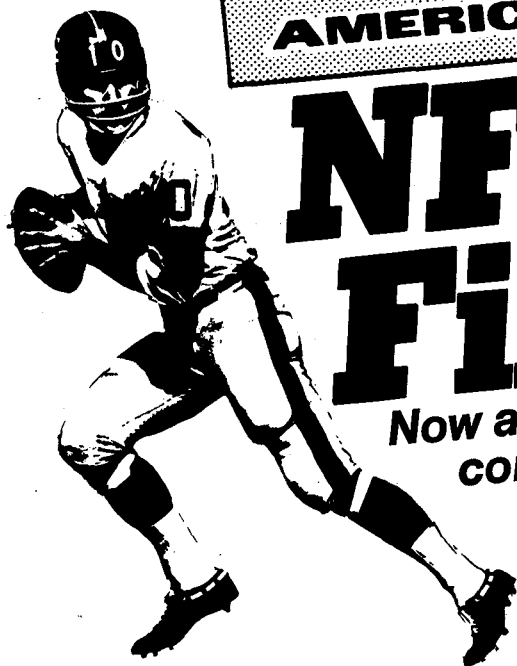
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**Fall and Winter
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509	"One More Moment for the Master"	1968 Super Bowl, Green Bay-Oakland.
510	"Inside Pro Football"	Unseen facets of the professional game.

Program #	Title	Description
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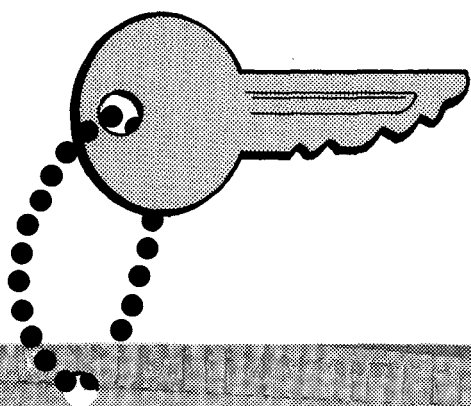
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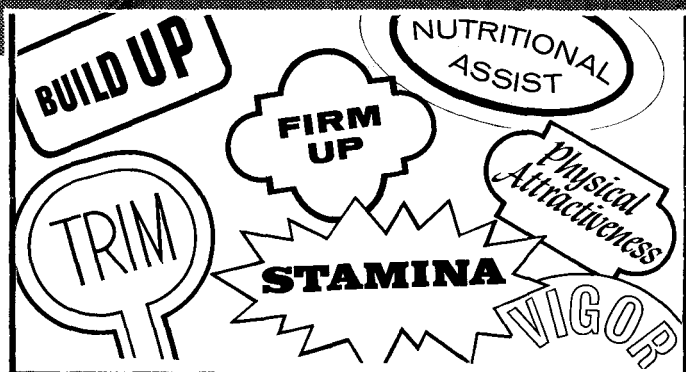
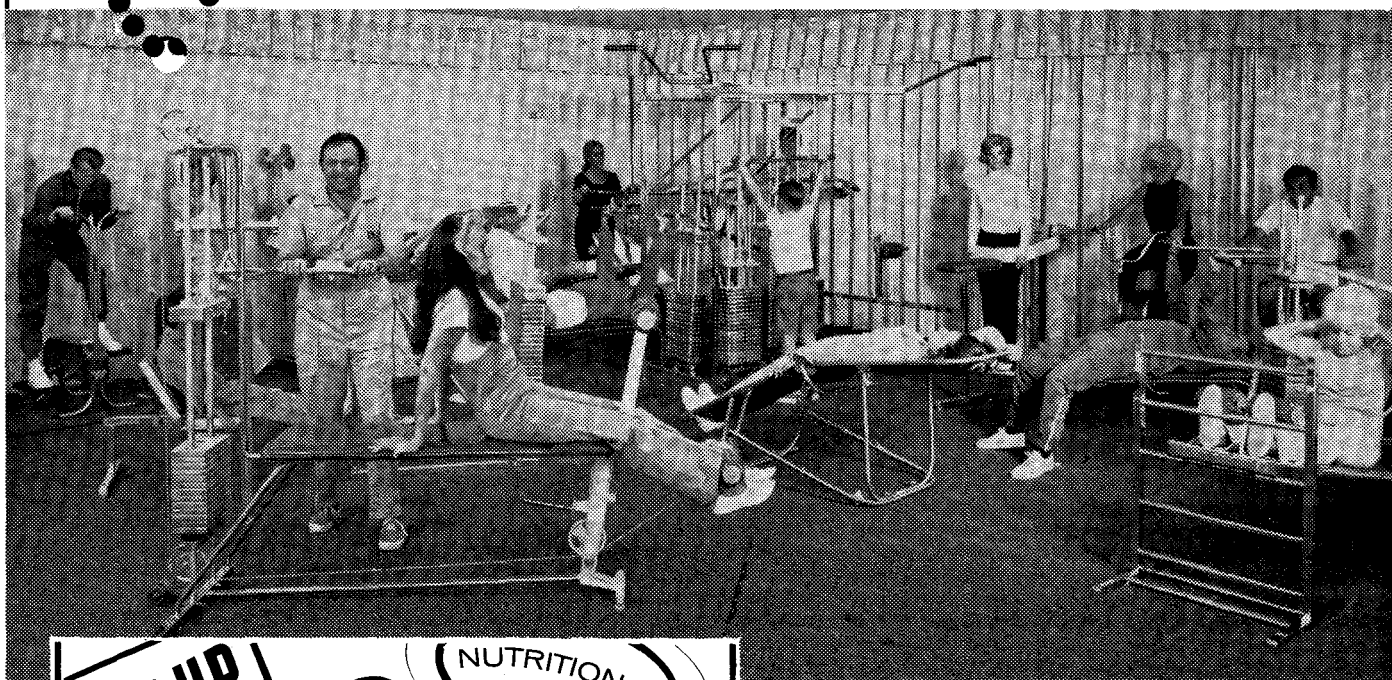
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recreation management

Volume 17, Number 5

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Bowling— everyman's game

There's good reason to have bowling on the front cover (provided this month for RM by AMF Bowling Products.) Bowling is not only America's most popular competitive participant sport, as recently confirmed in surveys by Louis Harris and the Gallup Poll, but it's the runaway favorite of company recreation programs as well.

Pictured on the cover are representatives from **Wright-Patterson Air Force Base in Ohio, Master Sgt. (Msgt.) Gean Jones, Airman 1st Class (AIC) Connie Randolph, Staff Sgt. (Ssgt.) Martin Paulsen, and Sgt. Kenneth Williams.** The air force flew these people to East Hartford to have the cover shot taken at Silver Lane (owner Roxie Leone) because Wright-Patterson was recipient of the NIRA Certificate of Excellence Award for having the best bowling program of any company member in 1974. They have their own automatic bowling establishment called Kittyhawk Bowling Lanes; the cost to air force personnel and their dependents is incredibly low; the bowling establishment is always being updated in both decor and programs; there are 25 varied day and night leagues; a nursery service is offered, and a junior bowlers clinic is conducted.

Bowlers from the Pratt & Whitney Aircraft Club in East Hartford are: Joe Dion, Bob McGuinness, Beula White and Blanche MacDonald.

The bowling "revolution" started in 1946 with the first public demonstration of the AMF Auto-

matic Pinspotter which brought automation to a game that is played today by over 50-million Americans and in 50 countries worldwide.

Bowling's popularity with employee recreation programs stems from a number of reasons: luxurious, modern air-conditioned bowling centers are easily accessible nationwide; since there are no facilities to build—playing fields, equipment or uniforms—bowling costs less than most any other form of recreation; it's a sport for both men and women with minimal demands on participants' skill or stamina; bowling leagues are a cinch to organize and operate; the game promotes physical fitness and mental relaxation; and, above all, it's a fun game that cuts across all social lines and provides an ideal way to improve communications between employees and management in a relaxing atmosphere.

AMF offers a full line of balls, bags and shoes "to bring out the best in you" that are sold through bowling centers and pro shops.

* * *

NEXT ISSUE. This will be the biggest and best Conference issue ever. Highlights of all major speeches given and tons of pictures will appear. For those of you who attended this year's event, be sure to look for yourselves caught in the act of being yourselves. For those of you who were unable to attend, the material gleaned from the talks presented may prove to be interesting and invaluable information. Hope to see everyone in Jamaica next year. NIRA conventions are not only educational, they are fun too. We hope to put together the 1975 Conference program as soon as possible this year, and to publish the names of speakers and their topics in upcoming issues of the magazine. □

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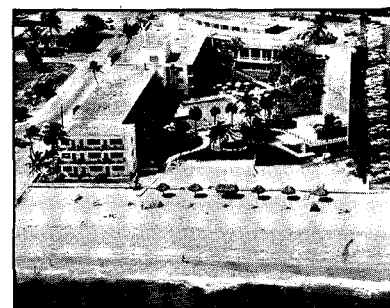
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company profile

'Individuality' describes The Dow Chemical Company, Midland Division's, Recreation Program

by Joy Hutchison
The Dow Chemical Company
Communications

Individuality is the key word describing the recreation program for the Midland, Michigan Division of The Dow Chemical Company.

"We make an attempt to concentrate on participant rather than spectator sports," states **Sherman Olmsted, Director of Recreation and Retirement Services.**

His reasons are simple. Olmsted feels it's important to offer recreational programs to all employees without having to rely on enough participants necessary to make "a team."

"All our programs are on a strictly voluntary basis—pushing our recreation programs on our employees would never work."

The two most popular recreation programs in Dow's Midland Division are the bowling and golf leagues. The bowling season was just completed. More than 400 employees participated. The golf league, now underway, has more than 600 employees participating.

In both sports, Dow's recreational department helps with the organization of the leagues and the record keeping, then sponsors a bowling banquet and golf tourney. Trophies are awarded to all winners.

In addition to golf and bowling, Dow helps organize a duplicate bridge tournament every year. "If we had a number of requests for another activity such as tennis, we would

either help organize a new program or recommend someone who could be of more help than our department."

Dow's recreation department has been active since the late 1930's when employee softball teams were originally sponsored. These softball teams have been dropped in recent years because of the magnitude and accessibility of Midland's city softball teams and leagues.

The recreation department in the Midland Division includes retiree services also directed by Olmsted.

'Our program was begun on a low-cost scale, so management would not be discouraged by continually high prices.'

Some of the retiree activities offered are retirement preparation sessions on social security, legal financial and medical aspects of retirement, where to live and how to plan leisure time.

Dow also offers a retiree's club which sponsors meetings and field trips and retirees' counseling on questions such as pensions and insurance.

Dow offers job opportunities too. The recreation office refers those on a work availability list to those need-

ing service. All time and financial arrangements are made by the persons involved and not the company.

Finally and of interest right now, Dow's recreation department offers "victory" garden plots for Dow employees and Midland citizens. The plots, 50 feet by 40 feet, are plowed and fertilized and then rented on a yearly basis for a nominal fee. This year there are 200 plots being rented.

"One of the reasons for the success of our programs is that we started slowly, we met the real needs of our employees and expanded from that point," Olmsted remarks. "Also," he suggests, "start a recreational program on a low-cost scale so management will not be discouraged by continually high prices."

"Don't push yourself on your employees—let your program develop on a volunteer basis and it will in all likelihood be a success."

The Midland Division employs approximately 7,200 employees in a plant built on 1,600 acres of a 4,500 acre site. It is still, today, the largest chemical plant in the world in one location.

The Division alone produces more than 530 chemical and plastic products. Some of these include chlorine, caustic soda, styron plastic resins, Styrofoam brand plastic foam, Epsom Salts, Saran Wrap, Ziploc bags and Handi-Wrap. □



Among the recreational activities offered to retirees of The Dow Chemical Company, Midland Division, are an annual picnic (left) and a day at a Detroit baseball game.

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associate profile

Hickory Farms—'America's Leading Cheese Stores'

Over the past 15 years, Hickory Farms of Ohio has developed into "America's Leading Cheese Stores." By 1975, we'll have over 300 locations coast-to-coast.

We have done this by building our company around an "old-fashioned atmosphere" theme that places a premium on quality foods and leisurely shopping. Our Beef Stick Summer Sausage is world-famous. We have 126 kinds of domestic and imported cheeses and specialty foods that will tickle your taste buds.

Introduce your employees to our new Recreation Program with an Introductory Discount Coupon and listen to the favorable comments. You provide suitable distribution and we'll take care of the rest.

Need to raise money for a worthy cause? Ask us about our Organizational Fund-Raising Program. You can capitalize on a great name and delicious products.

For a change of pace, try a tour at a local Hickory Farms of Ohio store. You'll learn about cheese (it will amaze you!) and have an opportunity to sample every one—count 'em. 126!!! Tour members receive a discount too!

How about a festive Cheese and Wine Tasting Party? You've never had it so good until you try this new experience—it's unforgettable.

Would you believe that this is only the beginning? Find out more by contacting Cliff Johnston, H.F.O., 1021 N. Reynolds Rd., Toledo, Ohio 43615 or call 1-419-535-1491. □



People shopping at Hickory Farms of Ohio stores can buy cheese cut fresh from the wheel (pictured above)—a familiar sight in all stores.

Rodeway Inns expansion to include 200 inns by end of '74

Rodeway Inns of America, Inc., founded in 1962 in Phoenix, Arizona, is in the midst of an expansion program which will swell the number of Rodeway company-owned and franchised motor inns to 200 by the end of 1974.

R. Wayne Oldham, President and Chief Executive Officer, said the expansion is part of a planned development to include the addition of almost 100 motor inns to the chain during 1974 and 1975. Rodeway currently operates a total of 150 inns nationwide through franchise and company-owned facilities.

Rodeway Inns was purchased about three years ago by Vantage Corporation of Dallas, and the corporate headquarters was moved to Dallas from Phoenix. Since then, the firm has been involved in a reorganization and expansion program which included the addition of Oldham; Laurence Ramming, Senior Vice President, and John D. Clark, Jr., Director of Marketing.

Oldham joined Rodeway in March 1971 as executive vice president and chief operational officer and was named president and chief executive officer in August, 1972. He is the First Vice President and President Elect of the National Innkeepers Association and a member of the Advisory Council of the American Hotel and Motel Association. Before joining Rodeway, he was the executive vice president of the Downtowner Corporation.

Oldham's young, dynamic staff includes executives with previous experience in all phases of hotel and motel management and motor inn chain operations nationwide. This staff, added to the management expertise carried to Dallas from the former Phoenix headquarters, has enabled Rodeway to offer a number of unusual services to its customers and franchise owners.

These include **The Man's Room**, a specially designed room tailored to meet the needs of the traveling executive; **Digikey**, a computerized security system; executive and presidential suites; rooms specially designed for persons in wheelchairs; restaurant and lounge facilities in most inns and banquet and meeting room facilities designed to meet the needs of small conventions and business meetings; a nationwide reservations system centered in Omaha with a toll-free (800) number, and a new theme to reflect these new features—"Rodeway Inns: The Best Thing That Happens To You All Day."

For further information concerning Rodeway Inns contact the corporate headquarters at P.O. Box 34736, Dallas, Texas 75234. □

news in brief

Dangers of tents outlined by National Safety Council

Tents can be dangerous, especially for the inexperienced camper, the National Safety Council revealed recently. The Council suggests that parents of children who own tents should instruct their children in the safe and proper maintenance of them. Some hints are: to overcome water repellency problems, keep the netting in good repair to keep out mosquitos; don't touch the tent inside if wet outside; tents aren't water and mosquito proof only repellent.

Factors contributing to tent fires include: careless use of smoking materials; windblown campfire sparks; candles falling over; flame or heat from a portable heater, campstove or lighting equipment; spilled grease, gasoline or other flammable liquid or materials.

Energy crisis doesn't alter vacation plans of Americans

According to the U.S. Travel Data Center in Washington, D.C., the travel and vacation plans of Americans are changing relatively little this year despite the changing energy situation.

The survey results were revealed by the Center at its Conference in Honolulu recently. Facts were gathered among 1,300 U.S. households late in March.

Some facts revealed include:

1. The most serious consumer worry is over the availability of gasoline.
2. Traveling to destinations closer to home was the most popular change in vacation plans identified by respondents.
3. The use of the car for vacation trips will decline markedly this year.
4. Fuel shortages apparently had little effect on business trips.
5. Twenty percent of those who took weekend trips last year do not plan any in 1974.

Land use bill stirs debate

The old conflict over public versus private property rights and federal control versus states rights over land use is stirring up debates again.

Since 1970, Congress has considered about 25 land use bills. Their aim is to set up a system to ensure the rational use of our lands for long-term social, economic and environmental purposes.

The main concern is whether such action would adversely increase the regulation of private lands. The question is how to deal fairly with the concerns of private property owners who object to restrictive government regulation.

Suggestions include a requirement of just compensation wherever property rights and values are lessened by land-use rulings, and adjustment of property taxes to reflect restrictions placed upon use of land.

Another key problem is: who should dominate land use planning? A strong federal bill might spell out planning objectives in detail and establish mechanisms for developing nationwide results the states might otherwise neglect or reject, according to the **National Forest Products Association**. But it would also provide a Federal watching authority.



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nira news

NIRA Board votes to change RM distribution

The NIRA Board has voted to change the method of distribution of **Recreation Management** to give better service to members.

Previously, RM was mailed to member representatives and others that the representative designated. Now, all copies will be mailed to the representative which will give greater control of the services to the representative who may now determine who the recipients of each issue will be.

Companies with more than 10,000 employees will receive 10 copies; 5,001 to 10,000-6 copies; 1,001 to 5,000-4 copies, and less than 1,000 employees-2 copies.

270 Owens-Illinois' children active in bowling league

A Junior Bowling League Program, started several years ago at Owens-Illinois, has burgeoned today to include more than 270 children of "On-lzers". The League is sponsored by the Onlzed Club.

Each bowler pays 50 cents per league game. During the season tournaments are held and turkeys, Valentine candy and trophies are awarded. At completion of a season, the youngsters are treated to a year-end banquet.

The Duraglas Center-Technical Center Junior Bowling program, like the O-I Building's, followed suit; and are now too divided into leagues.



Janet Pastula, and assistant programmer in engineering at Pratt & Whitney Aircraft, became the first Miss Pratt & Whitney Aircraft Club at a contest held at the East Hartford facility. In addition to the title, she won a trip to Bermuda and an opportunity to compete in the Hartford's Queen of Roses Pageant held in June. Presenting her with the honor is Von Conterno, P&AW Club Manager.

Charlie Hustle



Pete Rose will tell you his goals are always the same, "Hit .300 or better, score 100 or more runs, get 200 hits and play good defense." And Pete Rose has been doing just that for the Cincinnati Reds year after year.

- Pete's passed the 2,000 hit milestone.
- 1973 was his ninth straight as a .300 plus hitter. And he holds a lifetime average of .309.
- Twice he's been the National League Batting Champion. 1973 is his third.
- He's already had six 200-plus hit seasons.
- In the 1970 and 1972 championships, Pete batted .364.

PETE ROSE
The man with the bat!



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LOUISVILLE, KENTUCKY

Pratt & Whitney Aircraft holds first beauty contest

The Pratt & Whitney Aircraft Club, of which Von Conterno is Manager, recently held its first beauty contest to elect a Miss P&WA. The winner, an assistant programmer in engineering, received a week's vacation for two in Bermuda, and represented the Club in the 1974 Greater Hartford Queen of Roses parade held in June.

Contestants had to be 18, never married, and no older than 26 by June 22, 1974.

Each contestant was judged for intelligence, personality, charm, poise, beauty and figure.

In April, each of the entrants was interviewed by a panel of judges who filled out sheets assigning points to each category on which the girls were judged. In addition, each of the girls was asked questions about current events.

For further details on how to run a similar type of beauty contest, contact Conterno.

NIRA members spend some \$2.4 million on Jamaica travel

In early spring, **Recreation Management** Magazine and NIRA, conducted a survey of members to determine the effectiveness of the marketing campaign of our Jamaican Associate Members, Exhibitors and Advertisers.

The results of those NIRA Company members who responded to the questionnaire were:

1. Prior to commencement of promoting the program,

only two companies reported sending a total of 120 people to Jamaica.

2. In 1973, 1,354 from 18 companies went to Jamaica, and an estimated average of \$500 was spent by each participant for air fare, hotel, food, transfers, sightseeing, shopping and entertainment, resulting in \$677,000 in revenue generated.
3. In 1974, 2,584 from 11 companies have or will go to Jamaica. At the same aver-

age of \$500 per person, this totals \$1.2 million in revenue generated.

4. Total revenue generated in both '73 and '74 is more than \$1.8 million.
5. Estimated revenue expected to be generated by the NIRA National Conference to be held in Jamaica next year is \$500,000 (\$.5 million).
6. Measurable estimated revenue generated from the promotion campaign in '73, '74 and in '75 is roughly \$2.4 million.

What the future holds for the Columbus Industrial Recreation Association

The following are some thoughts concerning the future of a typical industrial recreation association by Ed Hilbert, Recreation Director at Battelle and President of the Columbus Industrial Recreation Association.

If the Columbus Industrial Recreation Association (CIRA) is to meet the industrial worker's increasing demands for more and better recreation services, areas and facilities, we must begin to search and develop a plan now.

The time is not far off when the area between Wheeling, West Va., Indianapolis, Cleveland and Louisville, will become a single urban complex. When this occurs, it will be too late to come up with an industrial recreation plan. All available land space will have been gobbled up. It would seem, therefore, that CIRA must take the initiative to introduce a plan.

CIRA's Physical Committee has been given the task of formulating a plan that would enable future member company employees to enjoy their own facilities—softball fields, tennis courts, handball courts, etc.

How is this to be financed? Where does the Committee find the land?

One solution might be "Foundation Funding." This could be a not-for-profit organization having its own fund managed by a director or Board of Trustees. Its purpose would be to aid social, educational, charitable or other community activities. Unlike "noncharitable" trust funds, the Foundation Fund would pay no taxes.

It could have 10 broad classifications:

- * General purpose foundations—this classification would include the big one. i.e.: Duke, Ford, Kellogg, Rockefeller, etc. They are mainly concerned with research projects in education, health and welfare.
- * Special purpose foundations—these are usually created by will or trust. Their special purpose is usually spelled out in a will.
- * Company-sponsored foundations, community foundations, family, endowment, bequest, trust, gift, etc.

The Columbus Industrial Recreation Association has been in existence since 1958. The objective is to stimulate participation in physical, social, cultural and service programs for the health, physical fitness, morale and character of industrial and commercial employees and their families. CIRA strives to create a greater interest in constructive use of leisure time.

Some examples of these activities are a Music Festival; Men and Women Tennis; Men and Women Golf; Table Tennis—mixed, and Bridge—mixed.

Membership is open to any industrial or commercial organization located in the Columbus metropolitan area. Luncheon meetings are held on the fourth Tuesday of each month at one of the member companies facilities. CIRA membership includes 25 Columbus based companies that total 55,000 employees.

For membership information area (614) contact: Ed White, Vice President, 4300 E. 5th Ave., Phone—239-3037; Sharon Miller, Secretary, 650 Ackerman Rd., Phone—261-2340; or Ray Leddy, Treasurer, 711 Southwood Ave., Phone—443-6551.

As a CIRA member each company is privileged to share many group discounts offered by city, state and national organizations. One big example is a reduced membership fee in the National Industrial Recreation Association. Normal membership in NIRA is \$75.00, as a CIRA member the fee is just \$10.00. Other group discounts are offered by Cedar Point, Kings Island, Seaworld, Disney's Magic Kingdom Club and by many more organizations. □

Imagine this: membership in a prestigious golf club at a mere \$15 monthly, which entitles members and their families to unlimited golf privileges on the club's two 18-hole championship golf courses.

Firestone Country Club in Akron, Ohio, which ranks as one of the premier golf centers in the United States, offers these very amenities.

As the site of the World Series of Golf, the American Golf Classic and the CBS Golf Classic, it is familiar to millions of golf spectators across the country. The world's foremost golfers traverse its lush fairways regularly in PGA tournament play. In fact,

While many industrial golf courses don't offer the prestige of Firestone, and don't employ a club professional of Firestone's famed Bobby Nichols' stature, they offer employees first rate golfing facilities at modest fees.

The National Golf Foundation reports there are nearly 150 industrial golf courses in the United States, with some firms maintaining two or more courses for employee use.

DuPont Chemical Company, for example, has four 18-hole golf courses, as well as 19 tennis courts and other recreational amenities for

higher annual membership fee.

Companies that maintain recreational facilities for employees have found that golf courses appeal to a broad spectrum. Men, women and children of all ages, and all income levels, are being attracted to the sport in growing numbers.

There are now nearly 14 million golfers in the United States, growing at the rate of 10 percent per year. The combination of increased leisure time, income and mobility have made all forms of recreation one of the largest and fastest growing industries in the United States.

With such an abundance of golf enthusiasts, it is obvious that membership in a private golf club, as part of a company's total benefits package, becomes a highly inviting recruiting inducement.

There's no denying the fact, for example, that membership in the Firestone Country Club has turned the head of more than one promising job applicant, and has helped build camaraderie and loyalty among company employees.

Donald E. Garretson, Vice President of 3-M Company in St. Paul, Minn., claims: "The value of our recreation program shows up in our financial statements. It shows up directly in the quality of employees we attract, train and retain. And it shows up in the productivity of our workers and in the attitude of the work force."

The 3-M Company's 443-acre Tartan Park in St. Paul includes an 18-hole championship golf course, as well as many other outdoor recreational facilities.

Of course, a golf course represents a sizable investment, and most companies can count on spending at least \$500,000, not including the cost of the land, for a full-size 18-hole layout.

A typical course construction budget might look like this:

Construction of 18-hole course	\$400,000
Shelters, bridges, pathways	30,000
Automatic irrigation system	125,000

The greening of America

Corporate Country Clubs: A Golfer's Dream

Golf Digest Magazine ranks Firestone's South Course as one of the top 20 tests of golf in the U.S.

You say a \$15 fee is impossible; this just isn't so. The Firestone Country Club is a non-profit club maintained almost exclusively for company employees.

Although membership is limited to 800 families, it is available to every company employee without reservation. Memberships are awarded on a first-come, first-served basis, and the company reports a two-year waiting list.

While Firestone has the most famous industrial golf course, the company is just one of more than 125 American firms providing golf facilities for their employees. The list includes many of America's largest and best-known companies, **IBM, Burroughs, TRW, Inc., Du Pont, NCR, Goodyear, 3-M, Phillips Petroleum, Armco Steel, Monsanto, General Electric, Bethlehem Steel, and Texaco**, as well as many smaller firms.

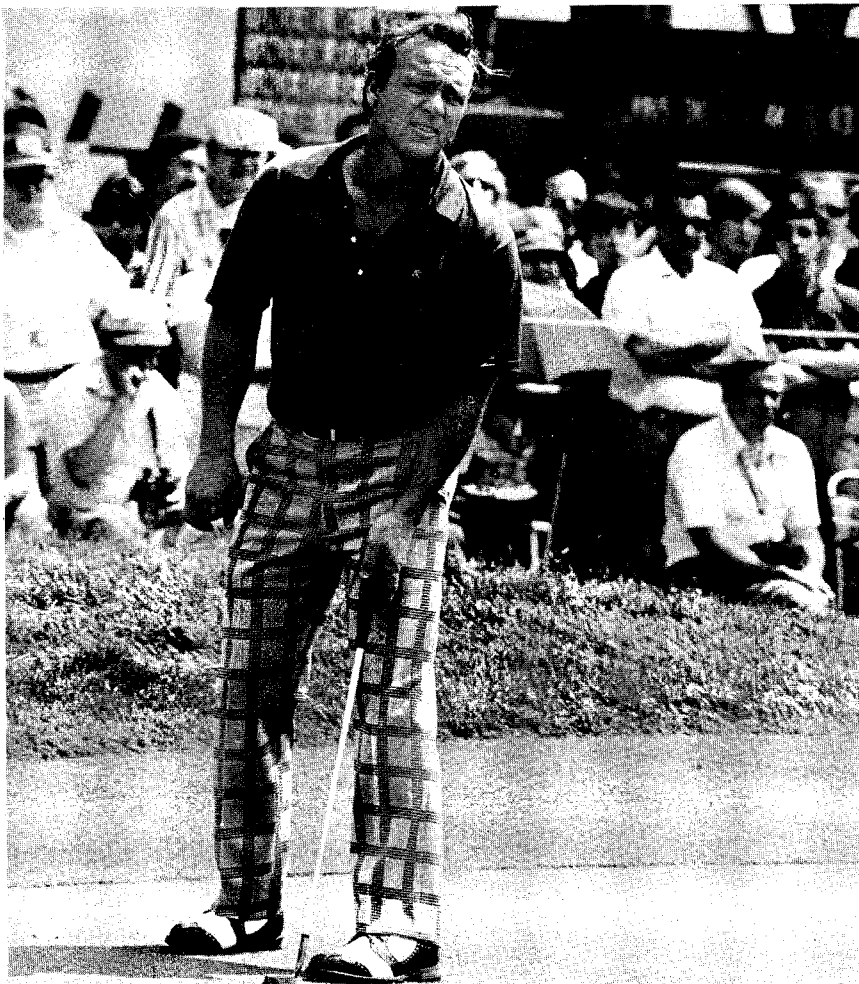
its 20,000 employees in the Wilmington, Del., area.

IBM Corporation maintains employee golf courses in three cities within New York state—Endicott, Poughkeepsie and Port Washington.

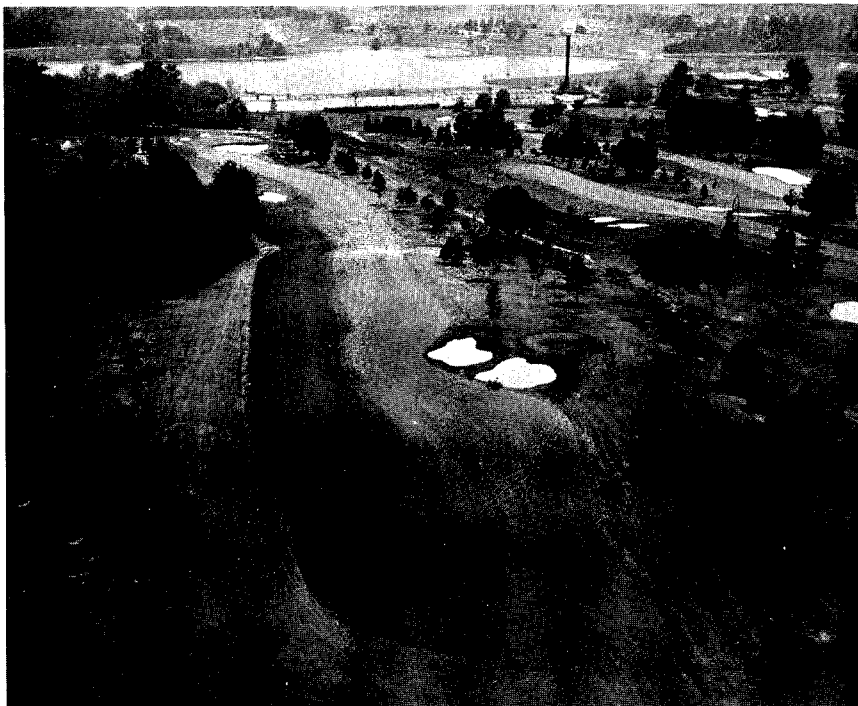
The **Port Washington** course is part of the former Guggenheim estate, a 225-acre tract on Long Island's Hempstead Harbor. IBM employees pay a \$1 membership fee to belong to the club, and \$2.50 for an all-day golfing pass. Two golf professionals are available for lessons and clinics, and the facility also includes tennis courts and a beach.

The newest industrial golf course in the country belongs to **TRW, Inc.**, in Cleveland. The 27-hole layout is part of a huge recreational complex and wildlife area that includes a man-made lake for boating and swimming.

Employee memberships are available at \$5 annually, and members pay a modest greens fee each time they use the course. Members can avoid the daily fee by paying a



Arnold Palmer is credited with giving Firestone Country Club its popular nickname. During the PGA championship in 1966 Palmer took a triple-bogie eight on the 625-yard 16th hole, blowing a come-from-behind charge to victory. In the press tent after the round, Palmer referred to No. 16 as "that monster," and the nickname has since come to mean Firestone's entire south course.

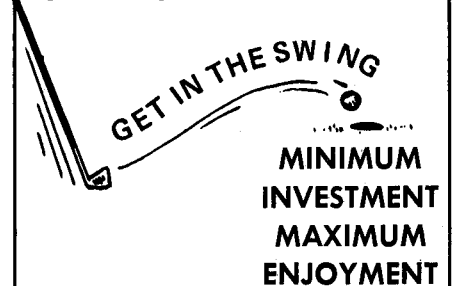


The sprawling Firestone Country Club is one of 141 industrial golf courses in the United States. Few, however, are as famous as the Akron course which is the site of the World Series of Golf, the American Golf Classic and the CBS Golf Classic.

MINIATURE GOLF

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18 Hole courses from \$8900.00

Original investment returned in 1 to 2 years. May be installed anywhere, easily moved to suit your special needs. For complete details, write or call the Director of Marketing. He will send you all the latest information and literature.

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Industry has long recognized that the employee who feels a special attachment to his company—a sense of loyalty—will put greater effort into his job, and derive an extraordinary sense of responsibility in the development of the end product.

A major tool in the promotion of this company loyalty has been the use of recreation activities, which serve to have the worker identify, in a most positive way, with his employer and product. A man who takes pride in his job and his company has a far higher productivity level than the dissatisfied, unhappy worker. For many years now, major corporations across the United States have provided sports opportunities, athletic facilities and leisure activities, in an effort to boost productivity.

On the other hand, smaller firms have tended to ignore this oppor-

Productivity through play with portable recreation equipment

by Barry Traub
Vice President
North American Recreation
Convertibles, Inc.

tunity, based on the theory that they cannot afford to provide these programs to their workers. Not so!! Innovative planning, creative use of your premises, and the utilization of portable recreation equipment have changed all the old thinking in this direction. You do not need a game room for games, or a lounge in which to relax.

On the contrary, the locker room, the cafeteria, even the factory floor and hallways have become facilities for recreation with portable play equipment. In today's markets there are folding, roll-away ping pong tables, pool tables, bumper pool—any number of fun opportunities which can be set up in seconds—and put away in the same time spans. No longer does the small company have to rely on formal team activities in outside facilities, after the working day. Everyone can participate, for example, during lunch hour at the plant, when the games and tables are rolled out.

The sense of involvement changes also. Not only are the ping-pong players involved in the game, but so is the whole plant. The use of your own premises allows for total audience involvement, which does not always happen with formalized activities in outside facilities.

This creative use of existing space for play causes a chain reaction in two other directions. Given the portable recreation equipment, the workers organize their own activities. Not always is formal planning or direction needed. This is, in a true sense, leisure time use, chosen freely by the participants to meet their own desires. In addition, the change of pace provided by these activities, causes a renewed spurt of energy and interest in the employees, which carries right through the lunch period into the working hours.

Recreation programs serve as

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Bridgeport, CT 06601

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This table tennis table folds up safely and easily with just a slight tug at the center.

motivators to the body and mind. No matter how tired and sluggish one feels by lunchtime, the excitement of playing serves to energize the mind and stir the body functions. This carries on into the quickened thinking, faster movement and better coordination of the body, thus, increased productivity.

The use of play to promote company loyalty and productivity is the cheapest of all possible techniques. Look around your plant or office; with a little ingenuity you can find a few feet of available space. With a tiny investment you can provide a variety of portable games and equipment which can be folded up and stored when not in use. With so little effort on your part, you can promote goodwill toward the company and discernible increases in production. There is, without question, no better method of reaching these goals than through the play medium. Try it; everyone will like it. □

Industrial golf . . .

continued from page 13

Service road	10,000
Maintenance equipment	50,000
Maintenance building	45,000
Total	\$660,000

The figures are valuable only as a guide to insure that key items are covered, and the total does not include the cost of the land and the clubhouse.

A regulation 18-hole course can be laid out on about 150 acres. But the company faced with a land squeeze might also consider a nine-hole course, or an executive length 18-hole course (par 60-65), which can be built on as little as 100 acres.

The first step in any golf course project should be consultation with a professional golf course architect. The architect will assist with feasibility studies and help earmark the proper acreage for golf course construction.

It should be noted that oftentimes land that might not be suitable for

other purposes, such as home or plant construction, can be used for building golf courses and other recreational facilities. In fact, golf courses can even be built on land-fill sites.

No good course can be created, however, unless the designer appreciates the complicated relationship between the course, the mechanics and strategy of the game and the player's psychological reactions. The cost of proper design and construction will be returned in better playing conditions and reduced maintenance and repair costs.

Companies interested in golf course construction or remodeling may obtain further information from the American Society of Golf Course Architects, 221 N. LaSalle Street, Chicago, Illinois 60601. Free literature and a list of the leading golf course designers in the United States, Canada and Mexico, is available upon request. □



Employees of Firestone Tire and Rubber Company receive membership in the famous Firestone Country Club in Akron for a mere \$15 a month, which includes unlimited golfing privileges for members and their families.

Golf Tournament Rules, Regulations

by Verne Vaught
Continental Steel Corp.

The following is a set of golf league rules and regulations (for a Monday night league) prepared by Verne Vaught, Recreation Director at Continental Steel Corporation. The rules are general enough that they might be applicable to just about any company golf league. For more information, contact Vaught at Continental Steel in Kokomo, Indiana 46901.

1. Games will be played on Monday evenings, with tee time from 5 p.m. to 6 p.m. Forfeit time is 6 p.m. While matches will be scheduled on alternate nines, it will be permissible to play the other nine, by mutual consent, due to crowded conditions on the designated course. Opponents **must** play the same holes. Matches may be **played** before scheduled date.
2. The teams placing 1st, 2nd, and 3rd in the Monday league will play the teams placing 1st and 2nd in the Wednesday League for the Championship. To be eligible to compete in the championship play-off, a man must have played in at least three league games.
3. We plan to have a tourney at the end of the season for the two lowest handicap men on each team in both leagues.
4. **Handicap Computation:**
 - A. **1st League Game:**
 1. Men who played in one of our leagues last season will use the final handicap established last season.

2. New men will use 70% of the difference between their score and par.

B. 2nd League Game:

1. Everyone shooting 35 to 45 gross the first night will use 80% of the difference between his score and par.
2. Everyone shooting 46 and higher gross the first night will use 80% of the difference up to 46 strokes, and then 70% of the difference for the rest of the strokes. (After first night, last year's handicap is dropped, except for the limitation noted below.)

- C. Handicaps may not be raised more than two strokes per night the first four nights that the person plays. Total raise of an individual's handicap will be limited to 50% over his last year's handicap or three (3) strokes, whichever is greater.

- D. Handicaps will be figured on the average of the five latest games played.

- E. There will be no maximum nor minimum handicap figure.

5. Scoring: Individual match and medal and team medal.

- A. **Match Play:** 1 match point given if player beats his opponent 1 through 4 holes, net; 2 match points if he beats opponent 5 or more holes net. One-half point for each net tie.

- B. **Medal Play:** 1 point for beating opponent 1 through 5 strokes, net; 2 points for 6 or

more strokes. One-half point each for tie.

- C. **Team Medal:** 1 point if one team beats opponent by 1 through 10 strokes; 2 points for all 11 or more strokes. One-half point for tie.
- D. It is possible for one team to win 18 points per night.
- E. Golf balls will be given to team whose members each win one *medal* point and a *team* point. (Same basis as last year.) No balls for complete forfeiting.
- F. Handicapping for match play is determined by difference in handicaps of the two opponents. Strokes will be given on the basis of the handicap rating on the official score card.

Example: "A" has 14 hdcp., "B" has 8 hdcp. Difference is 6. "A" gets a stroke on front nine: Holes 1, 2, 3, 4, 5, 6, 9. Back Nine Holes 10, 12, 13, 16, 17, 18.

- 6. **Forfeits:** Forfeits are a bad thing for league. Most of them can be eliminated if a little foresight and co-operation is used.

- A. Non-appearance of scheduled player at time and place scheduled will constitute a forfeit.
- B. A forfeited match gives opponent one match and one team point, if the opponent elects not to play. If he elects to play, he will shoot against a "blind" of 40. If he shoots 39 to 35 net, inclusive, he will win one medal point. If he shoots 34 or less, net, he will win two medal points. The score he shoots will be used to determine subsequent handicap. In order to qualify for points under forfeit, the player must turn in a card signed by himself and a member of another team who is witness to the fact of the forfeit, regardless of whether the recipient of the forfeit plays or not. The recipient of the forfeit must play with some other member of the league, not a member of his own team to claim extra points shooting against a blind.
- C. If each team has one or more forfeits, no team points will be given.
- D. Matches will be played as scheduled, except for postponements due to the course being officially closed at 5:00 p.m. or at time of teeing off. No agreements can be made to postpone matches merely because of weather.

7. Postponements:

- A. When matches are postponed because the course is officially closed, the schedule will move up one week. If a match play is played early, before the course was closed, it will count.

- B. In case of rain after match has started, the match will be declared finished if six or more holes have been completed. Scores of abbreviated matches will stand as is, with handicap applying on those holes already completed as designated on card. Such scores will not be prorated or used to figure future handicaps. Matches rained out before completion of six holes are to be replayed from the start.

8. Miscellaneous:

- A. While it is not required opponents play head-to-head, each **must** play the same nine holes.
- B. Each pair of opponents will fill out one card, if they are playing together. Otherwise, each keeps an individual card. Each card should be signed by a member of the other team.
- C. Be sure that team name and names of players are on the card.
- D. Two golf balls will be awarded each night of play, one for low net and one for low gross. One man may win one of each within a six week period.
- E. Each captain will turn in a list of his players to the Recreation Director before the first night of play. Men will not be permitted to play with any other team.
- F. We will play winter rules, with U.S.G.A. rules and local course rules prevailing. In case of a disagreement on rules, please discuss it, make a note, and when the match is finished, check at the Club House for an interpretation.
- G. Individual trophies will be presented to the winning team.

ADDITIONAL PLAYING RULES

- 1. **OUT OF BOUNDS:** Hit another ball from original lie and add 2 strokes. **Example:** Ball out of bounds off of tee—tee up another ball and you are shooting 3.
- 2. **STRIKING FLAG PIN:** If ball is on the green—2 stroke penalty. If ball is off the green—no penalty.
- 3. **UNPLAYABLE LIE:** One stroke penalty.
- 4. **LOST BALL:** One stroke penalty.
- 5. You may roll the ball over anyplace, but no more than 6 inches and no nearer the green.

THIS IS IMPORTANT: Please do not look for a ball over three minutes without motioning the foursome behind to play through.

LET'S BE FAIR: If a foursome behind you is playing faster than your foursome, motion them to come on through. Remember, all par three holes are to be played as courtesy holes. When your foursome reaches the green, please signal the foursome behind you to tee off before you putt out. □

The Bowling Boom

Bowling is one of most popular employee activities. The advantages are obvious: a cross-section of people can participate; a nearby bowling center provides a place to play; equipment costs are free or minimal, it can be enjoyed year round and there are a number of organizations which offer their help in setting up programs.

Bowling is riding the crest of a burgeoning wave of popularity that's engulfing millions of Americans of all ages, sizes and shapes.

In one field of sports endeavor, the frequently asked question is "Tennis anyone?" However, with bowling, the more apropos statement might be "Bowling's for everyone." And why not—the sport can be enjoyed year round regardless of the weather. Equipment costs are minimal, beginners might want to use bowling balls available at the lanes free of charge and rent shoes until they are ready to invest in their own equipment.

Best of all, the game does not require any particular athletic prowess. So, it's no wonder that bowling is everyman's game.

One of the basic premises, and at the same time attractions of bowling, is league bowling for it offers that sense of competition which keeps all of us interested and involved in any sporting activity. Fortunately the league structure, which is basic to all of organized bowling, recognizes varying degrees of skill and ability. Leagues are organized to accommodate and provide competition among bowlers of various abilities—

whether they be 180-plus average devotees of the game or a group of housewives just taking up the sport for fun and exercise.

Today the pleasure of league bowling has gained such mass appeal that it is unmatched by any other game or sport.

Leagues in bowling are easy to form. You only need the right number of people, and this is easy to find with some 8.5 million people participating in league bowling in the United States each year. This includes men, women, the young and the elderly—all going to a bowling center each week—usually starting around the Labor Day holiday through early spring—to enjoy the game.

That's a lot of people doing the same thing, week after week, and it's been going on for a long time.

The American Bowling Congress, which serves the man league bowlers, was founded in 1895 by fiercely dedicated men who wanted to perpetuate a sport they had invented, known as American tenpins.

Subsequently, the **Women's International Bowling Congress** and the **American Junior Bowling Congress** came along to serve the sectors of our society implied by the

names of the organizations.

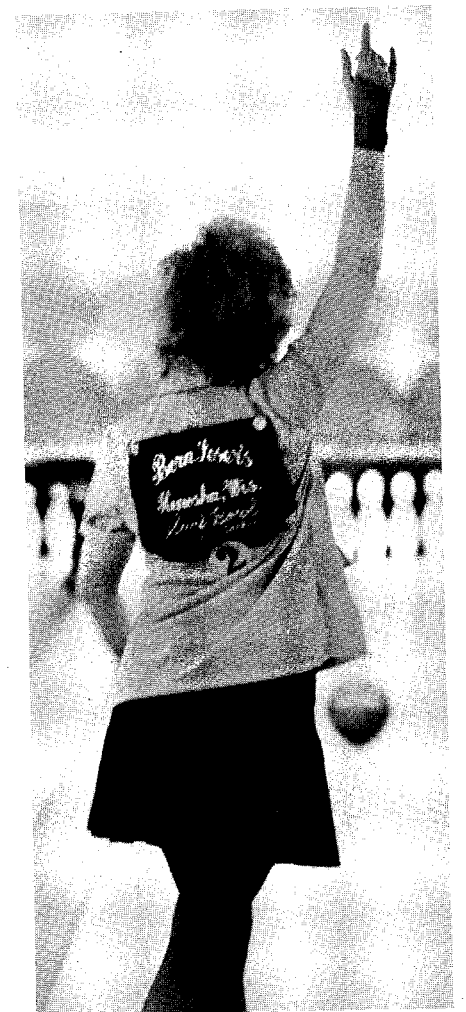
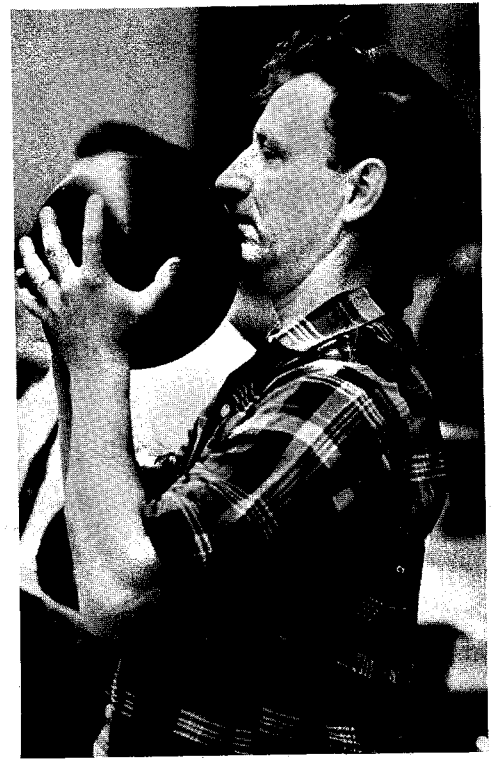
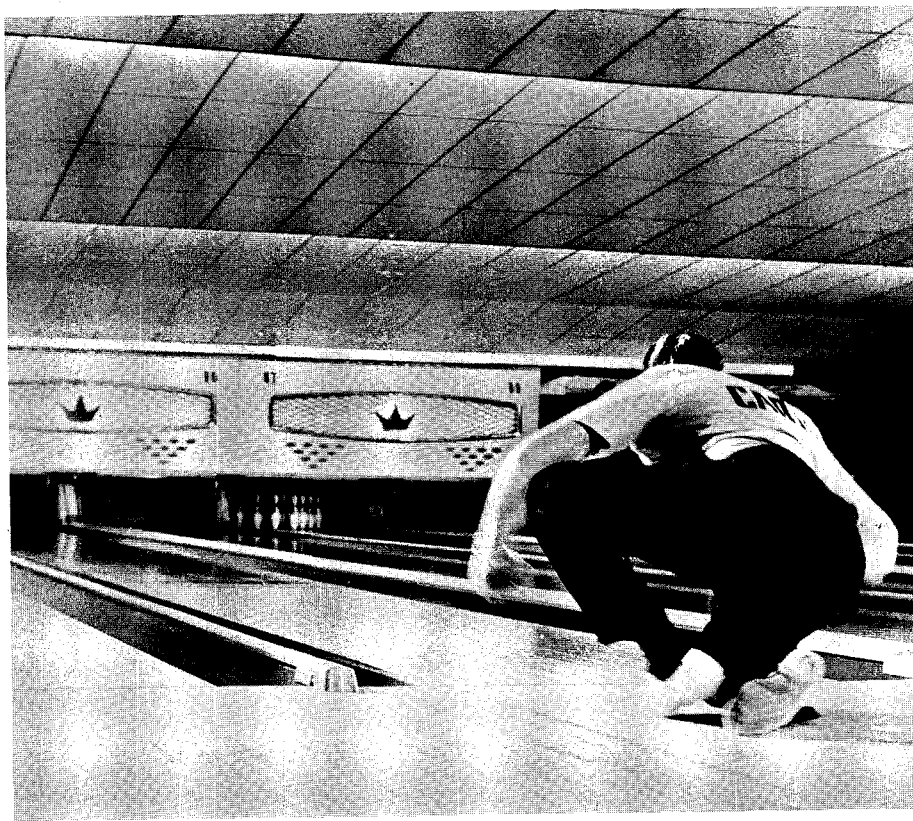
There are other helping hands around serving the game such as the **Bowling Proprietors Association of America** and the **National Bowling Council**.

Some of the advantages in having bowling as part of a recreation program are obvious. A nearby bowling center provides the place to play. There is even equipment available.

The ABC, organizational structure of local associations, existing wherever the game is played, is helpful because it supplies counsel and guidance at the grass roots level in setting up a program. These association leaders, who give of their time and talent without pay, will be glad to assist at the program's planning meeting.

The ABC stands ready to provide such important tools as average cards, calculators, schedule codes, standing sheets.

Each captain will be given an ABC Rule book which contains a suggested set of league rules. It is important that rules be adopted because it paves the way to a smooth, enjoyable league operation. Actually, the ABC philosophy has been that leagues are rather autonomous in making up their rules



There is nothing a bowler can do to increase pin action once the ball is thrown down the lane. Yet, bowlers go into the oddest "ballet-like" positions as if to point the ball in the right direction.

Bowling . . . and more bowling

as long as they do not violate any Congress playing rules.

The league, once sanctioned, is automatically covered under the ABC Bonding and Burglary bonding program which protects league funds by the simple expedient of having the president check the monthly bank statement.

During the season league bowlers are eligible for many Congress awards. Later an award kit is sent to each league with chevrons for the championship team, a sponsor's plaque and a most improved average award—frosting on the cake for an ABC sanctioned league.

Then there is another service to ABC sanctioned leagues which is intangible but important. If a problem arises, the ABC Rules department stands by to lend counsel, guidance and decisions. It's rather convenient that the recreation department doesn't have to settle a dispute if one should arise; ABC will handle this.

If interested in initiating a new bowling program, ABC suggests solicitation among prospects to see who has had experience or is at the present time taking part in league bowling. With church, fraternal and social leagues abounding, there might be a ready reservoir of experienced personnel available in your recreation program to help get the bowling league off the ground.

And don't forget to enlist the aid of the local ABC association. These are people in your community who are attuned to local conditions; their civic awareness is an invaluable asset.

If you already have a bowling league program and would like to supplement it with tournament play, a note to the Tournament

Sanctions Department of the American Bowling Congress, 5301 South 76th Street, Greendale, Wisconsin 53129, will provide a Tournament Managers Guide brochure and information on how many other recreation departments have staged successful tournaments.

By the way, the national headquarters of ABC, WIBC and AJBC are all located at the above address in one building known as Bowling Headquarters. If you should ever get to Milwaukee we invite you over to tour the facilities which include the National Bowling Hall of Fame and Museum.

Should your planning include a women's league program, the Women's International Bowling Congress has the same organizational structure as ABC.

Bowling, the 'liberated' sport

American women have not only comprised a significant portion of the new wave of bowling buffs who have discovered the sport, particularly in the last decade, but have also been influential in shaping the sport's new image.

The sport of bowling, and sanctioned league bowling in particular, offers many healthful and social advantages to its participants, benefits which women are learning of in ever-increasing numbers. Currently there are more than three and one half million women bowling in leagues sanctioned by the WIBC. Their reasons for bowling in an organized league are basically simple, but numerous.

First of all, and perhaps most important in the mind of a busy housewife and mother or working woman, is the fact that bowling is a sport that's readily available, in

more ways than one. Bowling centers are often as close to home as a trip to the neighborhood shopping center or business district. Besides its proximity to home, bowling also fits conveniently into almost any schedule, no matter how busy. League bowling is usually available on an almost around-the-clock basis with many all-women's leagues scheduled for the morning and afternoon hours, in addition to evenings. Couples leagues, or mixed leagues of men and women, often bowl on weekends. Bowling is also considerate of another important factor, the time element. A league session, which usually consists of three games, takes no more than a maximum of two-and-one-half hours.

Neighborhood bowling centers are making it as easy as possible for young mothers to enjoy the benefits of league bowling. Many centers now provide supervised nursery facilities which means that Mom doesn't have to fret over finding a babysitter or wonder what mischief her children might be into while she's trying to convert that spare.

Aside from its easy availability, let's not forget another of bowling's fundamental attractions. It is a healthy exercise, a great way to use up extra calories and tone muscles, while having fun and making friends.

While the basic motions in bowling—the approach to the foul line and the actual delivery of the ball—may not look as if they'd consume too many of those unwanted calories, nutritional experts advise otherwise. They state that bowling burns up more than seven calories per minute—more than most sports with the exception of swimming. The basic actions involved in bowling also promote muscle tone

leading to eventual slimming and reducing—certainly a more appealing and inexpensive way to take off unwanted inches than visiting a figure salon or performing countless hours of regimented exercises.

As with most endeavors, it's obvious some bowlers will never be as "good" as others. However, the inherent beauty in bowling lies in the nearly unlimited opportunities it provides participants to become better or more proficient. Bowling teaches muscle control and coordination which promotes lithe and graceful body movement which in its turn develops better bowling form. You might say that improvement in this sport just seems to come naturally.

No matter the level of competition, leagues can always find help in solving organizational and other problems that may arise by turning

to the WIBC. The simple act of sanctioning the league with the Congress, the governing body for women bowlers throughout the country, provides each league with numerous aids in the form of kits, guides, record-keeping materials and publications, in short, just about anything needed for efficient league operations.

Help in forming a new league is available directly from the Women's International Bowling Congress, 5301 S. 76th St., Greendale, Wis. 53129 or, from one of WIBC's more than 2,700 local associations in hometowns throughout the land who are ready and willing to be of assistance.

Working with the proprietor

Once your league is formed, you need to reserve space at a near-

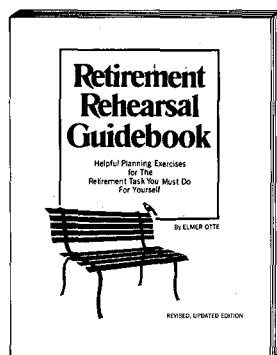
by bowling center at a given time each week. The proprietor of the center will be on hand to help you in any way possible, states Vladimir A. Wapensky of the Bowling Proprietors Association of America. "And if you want to liven up the season with banquets, prizes or trips, the proprietor will give you tips on arranging these things, too."

BPAA was organized in 1932 as a cooperative, non-profit trade association of bowling establishments. It provides its members and affiliated associations throughout the U.S. and overseas with a variety of operating, management, promotional and technical services . . . serving not only its member proprietors but also the bowling public, the sport of bowling and the entire bowling industry.

continued on page 23

good things to read

HOW TO CUT COSTS AND IMPROVE SERVICE OF YOUR TELEPHONE, TELEX, TWX AND OTHER TELECOMMUNICATIONS. This book by Frank K. Griesinger, covers every important avenue and technique for cutting telecommunications costs in making toll calls and in taking advantage of WATS, tie lines, foreign exchange lines and other special services. \$14.50. McGraw-Hill Book Company, 1221 Avenue of the Americas, New York, N.Y. 10020.



RETIREMENT REHEARSAL GUIDEBOOK. This 160-page self-help book and text, shows sensible ways: to estimate expected retirement income; how much and from what sources; and how to fill the gap that's left; how to select your best activities to fill leisure and to create new

mini-careers. The author, Elmer Otte gives case histories, charts and check-lists. \$4.95. Retirement Research, P.O. Box 107, Appleton, Wisconsin 54911.

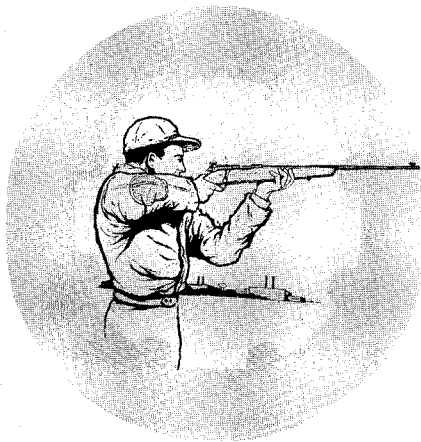
AESOP'S FABLES IN THE EXECUTIVE SUITE. Here's a book that gives Aesop's Fables a new twist. It shows how the lessons taught by the famous fables can be put into practice in daily professional life—and win promotions to better jobs in business, industry, government and education. Author John S. Morfan is a management communication consultant at General Electric. \$7.95. Van Nostrand Reinhold Co., a division of Litton Educational Publishing, Inc., Litton Industries, 450 West 33rd St., New York, N.Y. 10001.

METRIC SYSTEM GUIDE—VOLUME I. This is the first and only guide in the U.S. which deals with orientation and structure of metrification in this country. The guide parallels the announcement by major industries who plan to go metric. J. J. Keller & Associates, Inc., publishers, 145 West Wisconsin Ave., Neenah, Wisconsin 54956. Price \$59.

PHYSICAL ACTIVITIES HANDBOOK FOR WOMEN. Turn to any chapter in this comprehensive handbook of physical activities, and the reader will find instructions and discussions that an instructor or student of physical activities may easily follow or help others to follow. For more information write, Prentice-Hall, Inc., Englewood Cliffs, N.J.

The Why's and How's of . . . Recreational Shooting Clubs

By John J. Grubar
Competitions and Training Division
National Rifle Association



The primary objective of individuals who enjoy the same type of recreational activity should be to pool their talents and enthusiasm and form a club.

Possibly some activities require little or no formal organization since the equipment and play areas are readily available and participants are numerous. Examples are bowling, softball and horseshoes. This is not so with recreational shooting activities. Organization is definitely needed. The "play areas" must be found and an active promotion program is needed to interest non-shooting employees into "trying it out" and thereby enlarging club membership.

How Do We Get Started?

The foundation of a shooting club is a group of interested members, a few guiding regulations and a place to shoot. Select a half dozen employees to be the Club

Organization Committee to decide on policy before calling a general club meeting. Topics to consider should include the type of recreational shooting—formal or informal (plinking) competitions, hunting or a combination; indoor or outdoor activity, or both; rifle, pistol, air gun or shotgun. In addition, a determination must be made whether existing shooting ranges or leased hunting areas are available.

Investigations and preliminary meetings of the Committee in cooperation with the National Rifle Association will help establish answers. The NRA has such materials on hand as range plans, instructor certification courses, club membership cards and insignia, promotion folders and posters, plus complete information on programs and awards.

The initial club organization meeting should be well publicized. Appoint a temporary chairman and

secretary to guide the actions of the group and record the minutes. The Club Organization Committee should explain the objectives of the proposed club and what has been done regarding a shooting range or hunting area. Additional ideas will come from others present. During the initial meeting, it may be possible to elect a slate of officers, adopt bylaws and complete the club organization at once. If not, a second meeting should be called as soon as possible.

In addition to the typical elected officials, there are two additional important club officers in shooting clubs. One is the Executive Officer who should have executive ability and, if possible, knowledge of range procedure. The other is the Instructor, which may be held by more than one individual, depending on the activities of the club (rifle, pistol, shotgun). Each Instructor should immediately apply to NRA for full information on becoming an NRA Certified Instructor.

Bylaws and Club Name

It is very important that the club has a complete set of bylaws drawn up as they are the permanent regulations governing administration and operation. NRA has model bylaws to assist in the initial drafting. Modifications may include limiting membership to employees, or a second pledge if non-U.S. citizens are employed and desired by the club.

Article II of the NRA Model Club Bylaws best depicts the objective that should be maintained by a shooting sport club: "The object of this organization shall be the encouragement of organized rifle and pistol shooting among citizens of the United States resident in our community (or industrial company employees), with a view toward a better knowledge on the part of such citizens of the safe handling and proper care of firearms, as well as improved marksmanship. It shall be our further object and purpose to forward the development

Ingredients of shooting club are interest, regulations and place to shoot. Organization is the key to success.

of those characteristics of honesty, good fellowship, self-discipline, team play and self-reliance which are the essentials of good sportsmanship and the foundation of true patriotism."

Remember, the club name is permanent so choose it carefully and keep it short as the club members will want it on their shooting jackets. It is strongly advisable that the club name is associated with the company name.

Club Charter

The NRA Affiliated Club Charter is symbolic of being an organizational member of the national association supervising the sport of shooting. It is the NRA which establishes nationwide standards of instruction and competition, official targets, provides technical advice, and generally governs all

organized rifle and pistol shooting teams and individuals for such International shooting events as the Olympics, World Championships and Pan American Games. The NRA program available to clubs can be self-operated and contains a complete yearly schedule for all shooters from novice to the top marksman.

To apply for a charter and become affiliated, it is necessary to meet these few requirements: 1) List as members at least ten U.S. citizens who are 17 years of age or older; 2) Complete the charter application and mail to NRA with a copy of the club bylaws; 3) Pay a \$10 charter fee and \$10 annual dues. The following year the club pays only \$10 annual dues regardless of the number of members over 10.

Those wishing to form a shooting club, or who want more information on the subject, should write to William L. Kennedy, Manager of Clubs and Associations Department, National Rifle Association, 1600 Rhode Island Ave. N.W., Washington, D.C. 20036. □

Bowling

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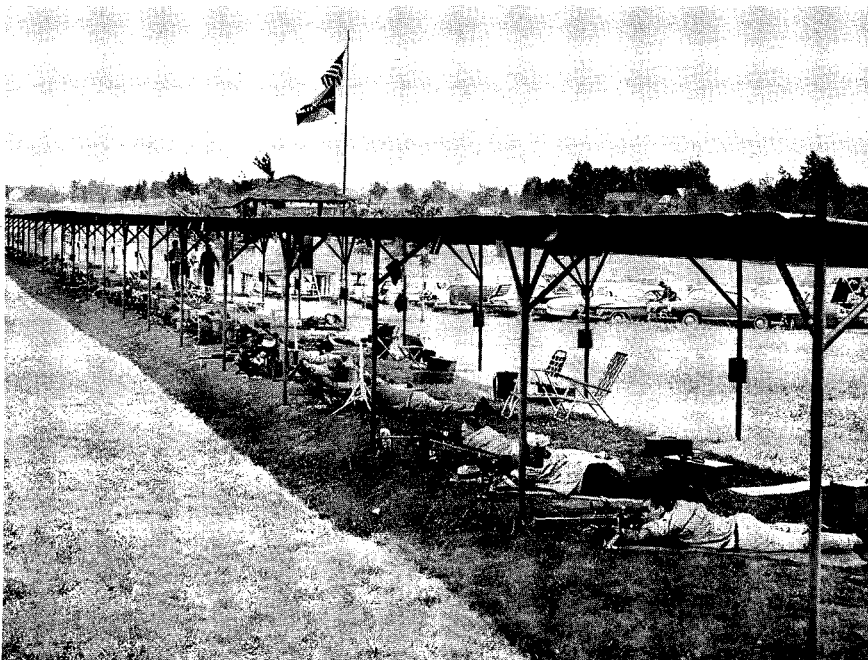
Educational programs

Beginning bowlers, both men and women, who are interested in learning the fundamentals of the game and those seriously interested in developing their full bowling potential, will find instructional programs available at many bowling centers. The National Bowling Council, a non-profit service organization comprised of the sport's integers, has developed a modern instructional series called Learn to Bowl-Plus. The series provides thorough instructions in the basics of the game for beginners, and instructions in the advanced techniques for veteran bowlers.

According to Lance Elliott of NBC, LTB is the best bowling instruction and recruiting system ever produced. It includes all you need to organize, promote and conduct a comprehensive bowling education program designed to improve skills and promote league participation. The package includes printed promotion and educational materials; full color slide film strips and audio cassettes or records; six "LTB" motion pictures and two promotional movies, and a complete array of other audio and projection materials. □

Mail Fishing Contest entries to Gene Miller

Those entering the 1974 NIRA Annual Fishing Contest should send all entries to **Gene Miller, Michigan Bell Telephone Co., 444 Michigan Avenue, Room 1650, Detroit, Mich. 48226.**



For years the Goodyear Tire & Rubber Company range at Akron, Ohio, has been the site of the Goodyear Zeppelin Smallbore Rifle Tournament. This event, sponsored by the NRA affiliated Zeppelin Rifle Club, draws competitors from all over the U.S.

The Shooting Sports: Something for Everyone

By Gary Sitton
National Shooting Sports Foundation

Shooting ranks 5th of 42 most popular employee activities RM survey shows

There is simply no question about the popularity of the shooting sports in industrial recreation.

Rifle and pistol shooting ranked fifth in a listing of the 42 most popular employee activities, according to a recent **Recreation Management** survey. Fifty-two percent of the companies responding indicated that organized rifle and pistol programs were available to employees. And the clay target sports—trap and skeet—ranked tenth, with a respectable 42% showing.

The figures speak for themselves. They should come as no surprise when we stop to consider the diversity and flexibility shooting programs offer employees and recreation professionals. In fact, it's surprising that more companies haven't dipped into the shooting sports bag.

Target shooting, whether clay or paper, is the original "liberated" sport. Being big, strong and male affords no advantage on the range at all. Women can and do compete

Shooting is 'liberated sport—the old athletic values of muscle, mass and macho don't count'

with men on an equal basis—not necessarily in separate classifications, but in head-to-head competition. All forms of shooting put a premium on practice, concentration and self-discipline. The old athletic values of muscle, mass and macho just don't count.

Another point to ponder when considering recreational programs: How well does an activity serve the entire range of ages represented in the employee group? With the shooting sports, people in middle age and well beyond give nothing up to kids. Even those with severe physical limitations can successfully punch paper and pulverize clay, so long as vision is correctable.

Another plus for shooting, from the recreation manager's point of view, is the wide range of activities available. Here, again, we are talking about flexibility and diversity. Indoor target shooting, including both precision air gun and small-

bore (rifle and pistol), offer the significant advantage of year-round activity—no need to curtail shooting programs because of unpleasant weather. Likewise, trap and skeet shooting can, in many parts of the country, continue right through the winter months. As for the number of different activities from which the manager can choose, we need only look at the Olympic shooting sports program: In terms of total events, shooting is second only to track and field!

The location of facilities for shooting programs seldom presents any great problem. A good indoor range for smallbore and/or air gun can be built in very little more space than would be needed for a single handball court, and at surprisingly small cost, if volunteer labor is employed. Agreements for use can often be worked out with local gun clubs for trap and skeet leagues. Whatever the immediate situation, needed facilities can almost invariably be arranged with the help of practicing shooters within the company.

Combine all of these factors with the enthusiastic reception typically given the shooting sports in the industrial recreation setting, and you have a "sure-fire" winner. Unlike many other sports, shooting does offer something for everyone. □



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travel spotlight

Austria

Vacationland in the heart of Europe

by Gerhard F. Markus
Austrian National
Tourist Office

'This European country has all the ingredients of a great vacation—the traveler can mix and match options for his own pleasure and imagination'

Each year, Austria welcomes more foreign visitors than the country has inhabitants. It has long been one of the big favorites of Americans traveling in Europe. Vacationers from all over Europe, from the United States and Canada, even from Australia and Japan, come to stay and play in Austria, many of them regularly, year after year.

What makes Austria so popular? Simply, no matter what you expect of your holiday, you find it in Austria—easily, comfortably, at reasonable prices.

The ingredients of a great vacation are all there—how you mix and match them for your own pleasure depends on your preference and your imagination.

Vienna—historic capital

Vienna is a key point. Whether you start or end your trip in this city, you'll love the historic capital. A sightseeing tour of Vienna, taking in **St. Stephen's Cathedral**, the **Imperial Palace**, the magnificent buildings along **Ringstrasse**, **Schoenbrunn Palace** and **Belvedere Place**, always turns out to be a

chatty, painless lesson in the history of Europe—much of which was ruled from this imperial capital for many centuries.

Riding a bus and listening to a guide, however, is not the only way of getting to know Vienna, it's just a start. Strolling through the narrow alleys and across the wide squares of old Vienna, ambling along the treelined **Ringstrasse**, **windowshopping on Kaerntnerstrasse and Graben**, is the fun way of experiencing the city first-hand. And part of the Viennese experience lies in the food, a blend of flavors from the pots and pans of the many different nations that were once united in the Austrian empire, and the wine, grown on the hillsides just outside the city. Good restaurants, large or small, can be found on almost every block; pastry shops and coffeehouses are an important facet of the local lifestyle; wine gardens and wine taverns, the famous "**Heurigen**" of Vienna, dot the outer districts at the foot of the **Vienna Woods hills: Grinzing, Sievering, Heiligenstadt**.

Dress is casual, companionship easy and good, solid fun practically inevitable at these merry spots.

Culture vultures have a heyday in Vienna: the **Museum of Fine art** and the **Albertina Gallery** are among the very best in the world, the imperial collections contain priceless treasures, the opera and concert seasons sparkle with the great music of Austria's worldfa-

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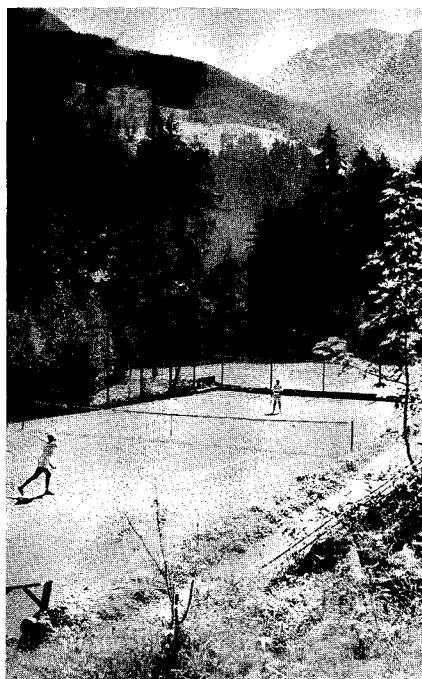
mous composers. For those who like a little gamble occasionally, Vienna has a casino and offers betting at the flat racing and harness racing tracks.

And, for an active holiday, there is golf, tennis, horseback riding, bowling; swimming and boating on the lakes formed by branches of the Danube. For a lot of local color, attend one of the **National League soccer games**, the leading spectator sport in Austria.

Leaving Vienna and traveling to the west, one of the most interesting routes follows the **Danube Valley through the Wachau**, a section where hills hem in the river,

'Austrian food—a blend of flavors from the pots and pans of the different nations that were once united in the Austrian empire'

Golf course at Badgastein—there is something for everyone vacationing in Austria.

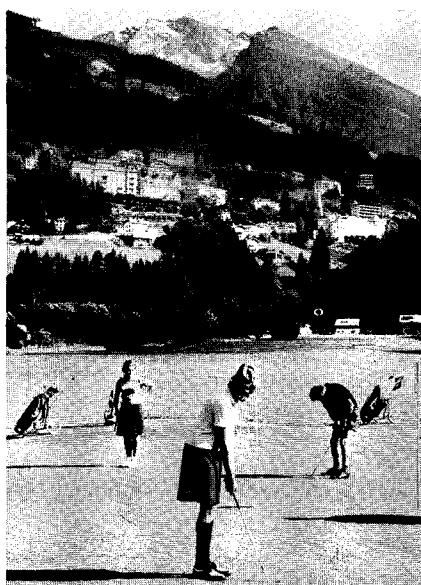


The mountains of Austria offer a dramatic backdrop to this game of tennis.

where vineyards cling to the slopes on steep terraces, where the ruins of ancient castles crown the hill-tops. Farther along, there is the **Salzkammergut**, a cluster of lakes ideal for swimming, boating, fishing, sunbathing and plain, lazy vacationing.

Salzburg—spectacular region

Salzburg lies practically at the doorstep to this **Salzkammergut** region. Many people who have seen Salzburg have fallen madly in love with this city. No wonder, it is spectacular: the huge Fortress, dating back to 1077 and expanded over



the centuries, stands high above the domes and steeples of the many churches, the roofs of palaces and patrician houses; lavish palaces are set in sprawling formal gardens; churches, decorated to the hilt in the playful Baroque style, face beautifully laid out squares. Little streets, too narrow for cars, zig-zag through the Old Quarter which is reserved for pedestrians, flower stalls add vibrant color to the small outdoor markets. A panoramic view from above gives you a good idea how the city is laid out and, at the same time, a far-ranging view of the splendid mountain scenery, Salzburg's natural backdrop; for the best vantage points, take the funicular or walk up to the Fortress, ride the elevator inside the hill up to **Moenchsberg** or climb the many steps leading up to **Kapuzinerberg**.

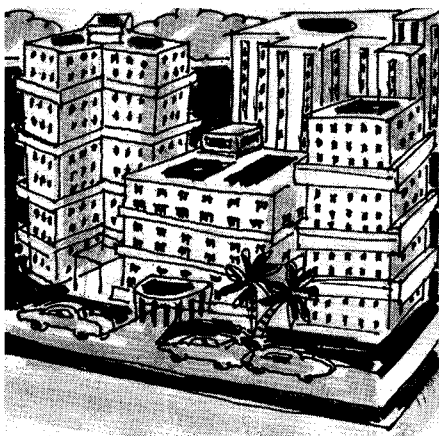
Sightseeing in Salzburg requires the application of some shoe leather, a bus tour in the city doesn't really make sense—everything is within walking distance from everywhere, and vehicles are banned from some of the most attractive spots. Start, for instance, at the **Cathedral**, take the few steps over to **St. Peter's Abbey**, walk by the **Festival Halls** and the **Horse Fountain**, turn into the market in front of **Collegiate Church**, turn again on the **Old Market**, stroll along **Getreidegasse**—what a place



Austria has a number of casinos and here a group plays a game of roulette.

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to shop, for real or just looking in the windows—to the end, continue to the river and cross the foot-bridge, take a left at the theater into **Mirabell Gardens**, come back across the **Salzach** on the main bridge, walk **Getreidegasse** the other way to **Residenzplatz** to see the palace and the fountain.

If you wind up here around 11:00 a.m., you'll hear a concert from the sky: the bells of the **Carillon**. You have closed the circle, too, as you are right behind the Cathedral. Don't miss **Hellbrunn Palace** on the outskirts of the city and make sure to tour the gardens: the archbishop who had this magnificent setup built for himself was a great practical joker, and you'll be as surprised as his guests were when water spouts from the most unlikely places, such as statues, stairs, picnic tables, etc.

Music is the name of the cultural game in Salzburg, there are several festivals each year, culminating in the five-week series of operas, concerts, chamber music and drama in July and August. Palace concerts and the **Marionette Theater** provide the musical fare from spring to fall. By the way, the Viennese wine tavern scene is supplanted by beer gardens in Salzburg. Golf, tennis, horseback riding and hiking dominate the sports picture, together with swimming and boating at the nearby lakes.

Traveling from Salzburg through the Austrian Alps, you pass within a few miles of **Badgastein**, a European superresort, reach lakeside **Zell am See**, see the glaciers of **Kaprun's** year-round ski area, enjoy the scenery of **Kitzbuehel**, a resort equally popular in summer and in winter.

Innsbruck—capital of mountainous Tyrol

Innsbruck is the capital of Austria's mountainous Tyrol. Here, the mountains are even part of the city—the **Nordkette** range rises steeply at the end of city streets, giving a lot of wintertime pleasure to office workers who can go skiing during their lunch break or students who ski between classes. Innsbruck, in part, is very old: the

Imperial Place, the **Court Church**, the **City Tower** cluster around the arcaded streets and the elaborate patrician houses in the **Old Quarter**, the landmark **Golden Roof** overlooks the two main streets of historical Innsbruck, the whole section looks pretty much the same as it did in 1500. **Maria-Theresien-Strasse**, a shopping paradise and sightseeing point in itself, is a few hundred years younger.

Innsbruck, in part, is also very modern: new residential areas are springing up rapidly, the superb sports facilities built for the 1964 Winter Olympics show their clear, functional lines. These sites will be used again for the Winter Olympics in 1976.

Innsbruck is sports-oriented—tennis courts, golf courses at the surrounding resorts of **Igls** and **Seefeld**, horseback riding, snow skiing all year round at the **Stubai glacier** area a few miles to the south of the city, hiking and, of course, all degrees of mountain climbing; soaring, small-plane flying and sky-diving have many aficionados.

Dining and wining in Innsbruck revolves around many small old inns with a decor so cozy it makes you want to linger over a meal for hours, with long menus of excellent food and well-assorted cellars full of Tyrolean red wines. Entertainment can be down-to-earth (make sure to attend one of the fun Tyrolean folklore evenings full of song and dance) or quite stylish (such as a visit to the **Seefeld casino** after a dinner at **Lans** or **Zirl**).

Although hotels of every size and category are numerous and very good right within the city, it is one of the special aspects of Innsbruck that you can stay at a nearby resort—**Igls**, **Fulpmes**, **Kuehtai**, **Seefeld**—and still enjoy the city; conversely, you can set up your base in Innsbruck and make use of all the resort facilities.

For more information on Austria, the vacationland in the heart of Europe, and on specific group arrangements, contact the Austrian National Tourist Office, 545 Fifth Avenue, New York, N.Y. 10017, tel. (212) 697-0651. □

names in the news



Mrs. Lillian Lockenvitz, Activities Coordinator at State Farm Insurance Companies, Bloomington, Ill., announces she will be taking early retirement as of March 29, 1975, and her husband Max will be retiring this coming November.

Tom Epstein has been appointed **Vice President, Sales**, Sofico Vacations, replacing **Peter D. Glover**, who has been named **Vice President, Leisure Travel, Inc.** **Paul Spaulding** has been promoted to **Vice President of Sales and Marketing of Hyatt International Corporation**. He was formerly director of the Chicago National Sales office for Hyatt Corp., a NIRA Associate Member. **Fred Wilson** has moved from the **Jamaica Tourist Board**, where he was a **Manager of Conventions and Sales Meetings**, to **Del Webb World Travel** where he has become **Director of Operations**. **Baden Peters** replaces **William Smith** as **Director of Sales for Ramada Inns**, a NIRA Associate Member.

Mr. Jack J. Boyle, formerly **Chief of Employee Service, Litton Systems, Inc.**, passed away recently. He was a **NIRA Certified Recreation Administrator**.



Robert W. Szlosek has joined the **Pratt & Whitney Aircraft Club, Inc.**, in East Hartford, Conn., as the new **Sports Coordinator**. In this post, he will be responsible for all sports programs, including leagues, tournaments and a new expanded fitness program.

Marie M. Tully has been named **Manager, Northrop Recreation Club, Northrop Corporation, Aircraft Division**, in Hawthorne, California. **Ray Mendoza** was recently promoted from **Chief of Recreation** to **Manager, Employee Benefits of the General Dynamics Convair Recreation Association**. He is still responsible for Recreation, but now he handles all other employee benefits.

Bill Delehanty has been appointed **Manager, Group Sales, Eastern Airlines**, NIRA Associate Member. **Cliff Worley** has been named **Director of Sales, Pheasant Run Resorts, Inc.**, a new NIRA Associate Member.

Glenn Ray, formerly with **Indianapolis Power and Light Co.**, a NIRA lifetime individual member, has retired, but he still maintains an office in the Electric Building and is to be retained by the Company as a **Consultant**. He has been replaced by **George Carrico**. **L. Michael Zacchili** has been named **Northeastern Regional Sales Director of Norwegian Caribbean Lines**, NIRA Associate Member. □

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Is a Singles' Club Necessary in a Large Corporation?

The Ford Employees Recreation Association Singles' Group is a 'club oriented society with the objective of bringing together groups of people with common interests.'

By Ronald Angelocci
President
Ford Singles' Club

"The world is a stage and we are the actors" . . . You know the line. It's from Shakespeare, I think, but it could just have easily been said by Alfred E. Newman. The point it stresses is that everyone is here acting out his role in society. The personal interaction that takes place when someone is trying to deal with our "monogamous-based" society, while leaning more toward a polygamous mode, is a sometimes difficult thing. And even though some adapt very easily to changing roles and scenes, others rely heavily on what props are available.

A singles' club is one such prop!

It can be many things to many people: For those that are somewhat secure within themselves, it can serve as an extension to their personality or another avenue to

explore. For those that are more subjective in nature, it can afford a feeling of warmth and relaxation and more ease in fulfilling a need for social activities. . . . It can take away some of the apprehensions in meeting new people. But whatever avenue it provides, enjoyment or escape, one point is very clear: They are necessary!

Ours is a club-oriented society. We have gun clubs, bridge clubs, health clubs, tennis clubs, and on and on. All have the same objective: To bring groups of people together with common interests. The same holds true for a singles' club. Most singles' clubs offer a variety of events from which an individual may pick and choose; and moreover, they make participation in these activities more enjoyable due to a mutual interest—that of being single. This point is espe-

cially significant in today's society where belonging to the "in crowd" or the need for social acceptance is very important to many people.

You're thinking, "Okay, I'm convinced . . . Singles' Clubs are necessary, but why the need for such a club in a large corporation which is already comprised of a large number of people with various interests?". Strange as it may seem in our marriage-oriented society, the single person is becoming increasingly prevalent and subsequently, more influential on our present mode of living. As a result of this, single people have been the subject of many surveys and studies.

One very important point that occurs over and over from each survey taken, is that the vast majority of the "single" working force, be it male or female, white or blue
continued on page 36



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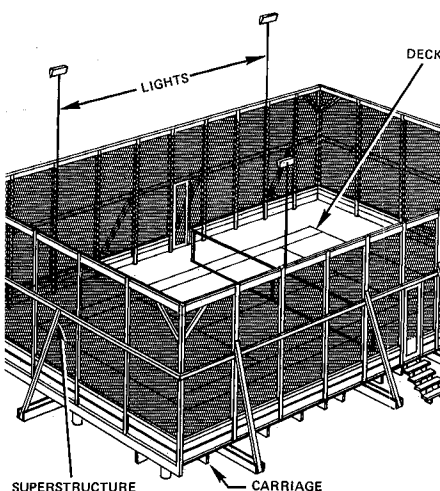
new products

1. Platform tennis court for lease

This platform tennis court (used for racquet tennis) can be leased for \$8 a day for periods up to 66 months. The courts are built in the traditional way, using 2 inch by 6 inch kiln dried douglas fir or equal, for the decks. It is finished with two coats of Marine Deck Enamel, and the second coat contains walnut chips to ensure no-slip traction.

The platform tennis court is portable and is one-quarter the size of a tennis court.

The temporary structures are above ground and eliminate many of the problems associated with obtaining building permits.



2. Jog-A-Mat

Jog-A-Mat electronically measures stride in speeds of 0 to 10 miles per hour and distances in hundredths of a mile. Developed by a doctor, the patented system is unaffected by one's weight. It has a reset distance odometer and sensitized Austroturf mat. The compact unit is operated by two 9-volt batteries.

3. Pre-piped Whirl-Spa

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The sanitary gelcoat and ½ inch resin and fiberglass backing has been tested for flame spread and tensile strength. Circulation pump, hydro-action pump, filter and hot water heater are included in the unit.

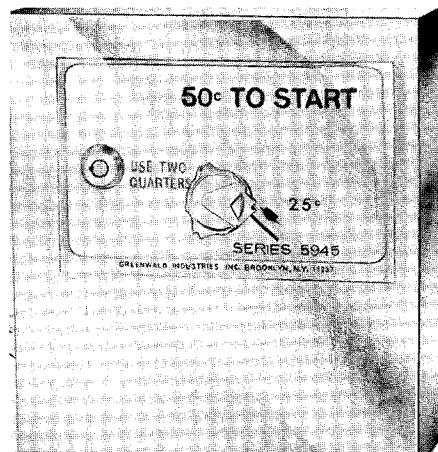
4. Indoor shuffleboard

Now everyone can play shuffleboard indoors with a set having four full length cue sticks with molded head and high strength aluminum shafts plus eight four inch phenolic

discs. A similar set has the aforementioned items plus a full size plastic court 36 inches by 148 inches imprinted with full design for play areas. Both are available in eye appealing display box.

5. Guide for planning indoor tennis facilities

A new booklet designed to assist prospective indoor tennis builders is now available entitled, "A Preliminary Guide for Planning Indoor Tennis Facilities." It offers helpful hints on site selection, types of buildings, court layout and surface, lighting, heating, cooling systems, club house facilities and layout, and a chart comparing various indoor tennis court surfaces.



6. Coin-operated tennis light meter

Enable your employees to play tennis at night and raise funds in the process with this coin-operated tennis light meter. The all stainless steel coin meter is reliable and weather resistant. Choice of coin denominations range from 25 cents to \$1, and time accumulates as additional coins are deposited.

The high security money box safeguards coins and has a capacity of \$150 in quarters.

7. Sportsplay catalog

A new sports and physical education equipment catalog has been introduced which features complete lines of basketball backstops, portable baseball backstops, goals for field sports, and game standards.

Also described and illustrated are a large family of indoor/outdoor climbers, an eight-unit obstacle course, swings, slides and seesaws for physical fitness training and playground installation.

Contained as well are benches, bleacher seating, picnic tables and bicycle racks for general recreational use.



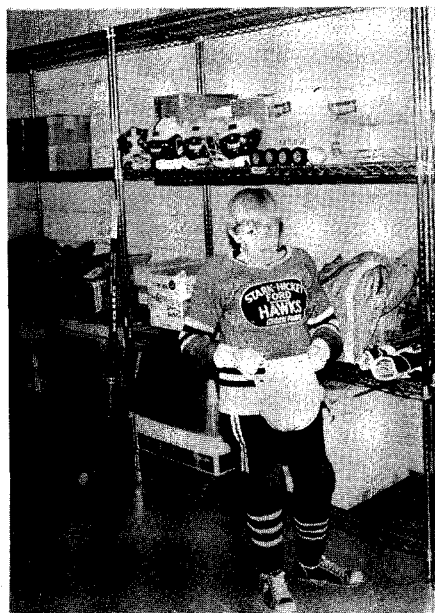
8. Squash bats

These squash bats have been approved by the North American Professional Squash Racquets Association. Each official model features a high-strength composite frame of select hardwoods and high-tensile fibers, solid fiber sheets at key stress points and price leather grips.

9. Wire shelving for sports equipment

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as an administrator of industrial recreation programs. No geographic preference. Available immediately. Box 302, RECREATION MANAGEMENT.

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continued on page 36

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11. thermal wear

ADMINISTRATION (B)

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14. marking machines
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- Judo-Karate (U)
- Squash (V)
- Table Tennis (W)
- Ski Touring (X)
- Vending-Food Services (Y)

FALL AND WINTER PLANNING GUIDE

Yes, I am interested in those tips checked below.
Please send me complete information about them.



ITEM(S) _____
(specify by letter and number)

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Company _____

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Singles

continued from page 30

collar, professional or not, is dissatisfied with his/her present level of employment . . . caring little, if at all, about company loyalty and doing little more than necessary in performing his assigned duties. The underlying reason for this disinterest was surprising. "The money is not enough", "My boss hates me", or "My shoes are too tight" were not replies to this question as one might expect. On the contrary, when all the icing was cleared away and they got down to the "nitty-gritty", it was found that most people who expressed discontentment with their jobs also expressed feelings of discontentment in their social lives. One girl commented, "I realize there's a more candid approach to male-female contact in our society today, but most women, me included, will not go to a bar alone . . . I even get apprehensive when I go with a girlfriend and yet, I hate sitting at home waiting for the phone to ring" . . . A counter from the opposite sex offered . . . "Sure it's easier for a guy to go to a bar, but that gets old fast, and I like a change of scenery and an opportunity to meet different people". So, what we have here is people searching for an enjoyable social life and not knowing where to look and even further, not caring for what is available.

Surveys also discovered that people who were involved in a variety of "outside" activities and organizations were also found to be more at ease on their jobs. One individual summed up this point very nicely, stating . . . "one of the guys at work got me interested enough to join the Club, but I was still worried about how I'd go

about meeting new people. As it turned out, I shouldn't have worried. I've met so many warm and friendly people and have done more than I ever imagined . . . I'm really happy, not only with my new-found social life, but I'm even more relaxed at work as well. Lately, it seems easier to cope with those little everyday disappointments that used to really "bug" me." Another individual put it this way . . . "Management should be attuned to the fact that merely walking through a door into work every morning doesn't automatically close off emotions stemming from outside activities . . . My performance at work is a direct reflection on how I feel."

This last remark is one that many large corporations give concerted attention. They realize that much psychology is involved in obtaining maximum efficiency from their personnel. Some have gone so far as to hire teams of "Motivating Specialists" to gear up their employees. These teams have pointed out the importance of company-sponsored recreational programs with subsidiaries such as singles' clubs. They have found that these clubs spur common interests among working peer groups and from these common interests have grown more pleasant atmospheres and amicable working conditions, which in turn create contented employees that are more satisfied in their areas of responsibility and ultimately do a better job.

This data together with the knowledge that giving the working force an opportunity to develop an enjoyable social life will ultimately yield higher work standards; and with the thought in mind that these organizations need officers and organizers that may later prove to be more beneficial to the company on a management level, the question should not be, "Is a

Singles Club Necessary in a Large Corporation?", but "Can a Large Corporation Function to its Efficiency and to the Benefit of its Employees Without Such Company-Sponsored Clubs?".

Besides, they're good tax write-offs! □

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Male with an M. Ed. degree in recreation from Springfield College and a B.A. degree from the University of Rochester is looking for a position as a recreation director. No geographic preference. Experience. Box 305, RECREATION MANAGEMENT.

* * *

Young man with M.A. degree in recreation from George Williams College seeks position as industrial recreation director in the Southern California area. B.A. degree in physical education from Northeastern Illinois State University. Available immediately. Box 307, RECREATION MANAGEMENT. □



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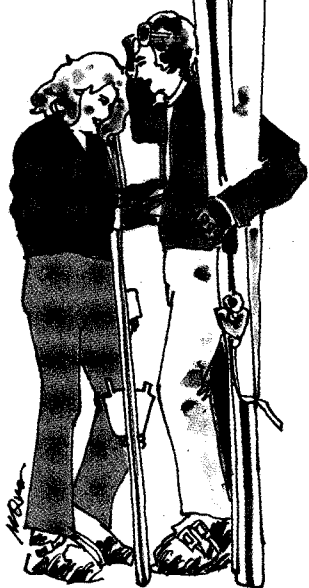
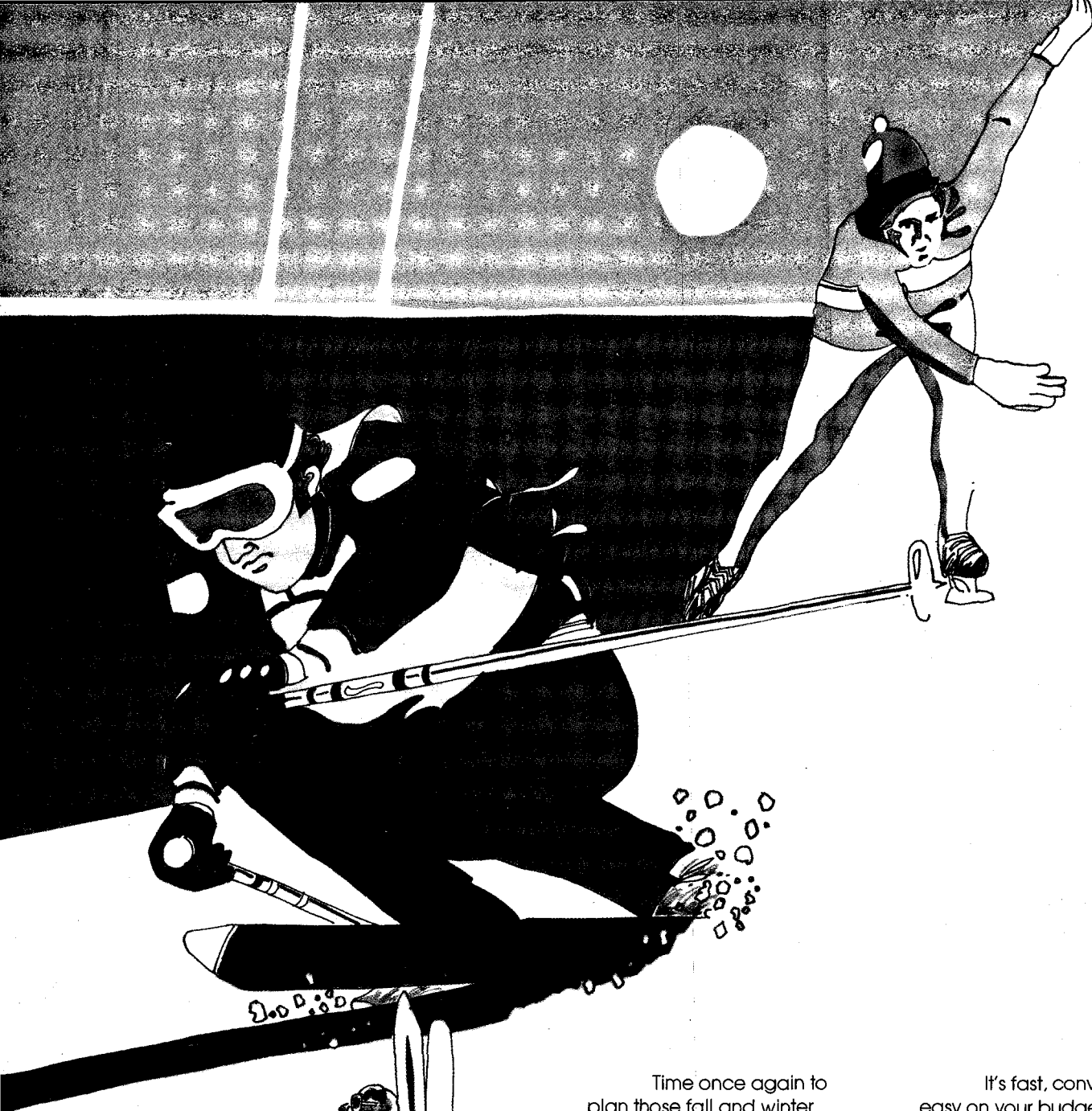


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recreation management

Volume 17, Number 6

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About the cover

McLean Trucking's Miles Carter Elected 1974-75 NIRA President

Miles M. Carter was elected 1974-75 President of the National Industrial Recreation Association at the recent Conference in Atlanta. Carter's recreation program is profiled on page 4. He has been a member of the Cleveland Indians professional baseball organization and served with the North Carolina Baseball League. Under Carter's Board member of NIRA for 12 of the 16 years at McLean Trucking Co. the recreation program has expanded to include employees in more than 100 terminals in 31 states. □

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news in brief

Study indicates leisure-recreational industry will increase in 1974

According to a nationwide survey just completed, the percentage of American families that plan to increase their participation in leisure-time activity in 1974 exceeds those that plan to decrease from last year.

Irwin Broh & Associates of Des Plaines, Illinois, economic and research consultants for the National Sporting Goods Association, questioned a representative sample of 60,000 U. S. families on how the fuel shortage would effect their recreational plans for 1974. Except for camping, respondents plan to participate in more tennis, golf, skiing, hunting, and fishing.

Tennis should continue its strong growth throughout the country, the study reported. Of those families that played tennis last year, 44 percent plan to play more this year, while only seven percent said they would play less.

Golf shows the second largest increase in planned participation. Of those families that golfed last year, 33 percent plan to play more in 1974, with 11 percent planning to play less golf.

There were only slight differences among income groups, as to the percentage of families that intend to do more or less of each of the activities surveyed this year.

For tennis, golf, and skiing, the percent of families planning increased participation is slightly greater among those with annual

incomes of \$15,000 or more. The reverse is true for camping and hunting, where plans for increased participation are greater among families with incomes less than \$15,000.

The Broh study shows that considerable differences in planned activity exists in terms of the head of the household's educational background. Families with better educated husbands planned more increased participation than families where the husband did not attend college. The differences are particularly high for tennis and skiing, and least evident for hunting.

Regionally, the survey indicated individually strong recreation areas: 49 percent increase in tennis participation in the New England area; 35 percent increase in golf in east-north central states; 38 percent increase in skiing in the Mountain states; 30 percent increase in fishing in New England, south Atlantic, and east-south central states; 27 percent increase in hunting in the east-south central areas; and 29 percent rise in camping in the Mountain states.

Hyperventilation may be cause of drownings

Taking in several deep breaths before diving into water for an underwater swim is common practice. It also may be a dangerous one, according to the National Safety Council.

Noting the sharp increase in the number of drownings in recent years, John Flemings, NSC Manager of Public Safety, said, "It is possible that many drownings may be caused by hyperventilation. Swimmers, particularly youngsters, often compete to see how far they can travel, or stay under the surface. Sometimes the result is tragedy."

Additional, hyperventilation also can result from vigorous exercise. Therefore, individuals should be cautioned against underwater swimming following vigorous surface swimming or vigorous exercise of any kind.

Government pursuing job safety-health field with gusto

The tab proposed in penalties against business by the Labor Department since enactment of the Occupational Safety and Health Act of 1970, is \$11 million.

From the time the law went into effect on April 28, 1971, through January 31, 1974, the proposed business "bill" for alleged violations resulted in more than 130,000 work place inspections by compliance officers.

Employers are coming to recognize that they must adhere to the job safety law. **The Guidebook to Occupational Safety and Health**, 1974 edition, is a 302-page book designed to help employers meet their obligations and understand their rights under the law.

To obtain a copy, write the Commerce Clearing House in Washington. Cost is \$7.50.

Free 16 mm films

Four instructional 16 mm color/sound films are available free. The short films highlight the cornerstone of basketball demonstrated by Nate Archibald, Lou Hudson and Dan Issel.

For any of the films write: Modern Talking Picture Service, 2323 New Hyde Park Rd., New Hyde Park, N.Y. 11040.

National hunting, fishing day set

The third annual observance of National Hunting and Fishing Day has been set for September 28, 1974.

To help individuals and groups promote NHF Day in their own community, NHF Day headquarters has produced a manual and an assortment of promotional material to help publicize the observance. The materials are available at cost. Write: NHF Day, 1075 Post Rd., Riverside, Conn. 06878 for information.

company profile

cover story

At McLean Trucking, Recreation is Everybody's Game

'When an employee suggests a new program or activity, the response is almost always . . . we're ready when you are.'

Recreation is everybody's game. At least, that's the way McLean Trucking Company plays it.

Born in the early 1950s when most businesses and industries still reasoned that recreation was in the province of municipalities, McLean's program of recreation for its employees is one that offers something for everyone and almost every interest.

It started with a fast-pitch softball team that made a name for the company, nationally. Now McLean employees can choose between golf, bowling, table tennis, basketball or softball. . . . or they can try them all.

Recreation used to be something that you would mothball and put away when the weather turned cold and shake out again in Spring. Today, if a McLean employee wants to, he can bowl from September to mid-March, play golf through the summer in a company league and augment this schedule with slow-pitch softball, table tennis, bridge, basketball, a fishing tournament, picnics, and a dinner-dance at Christmas.

McLean does not have its own recreational facilities and therefore

must rely on municipalities and commercial establishments near its 108 terminals. However, this hasn't affected participation by employees.

In activities last year there were: scores of bowling teams for men and women; nearly a dozen golf tournaments and several nine-hole golf leagues; several men's basketball teams, one of which won two league championships; softball teams for both men and women at Winston-Salem, St. Paul, Cincinnati, West Middlesex, Memphis, Atlanta, Indianapolis, and Richmond; and table tennis leagues.

Bowling, golf, softball and basketball are ranked as the top four national industrial recreation activities, and the preference among McLean employees is in this exact order.

In many unionized industries, employees have become polarized because of contract restrictions that prohibit much intermingling. McLean's recreation program acts to prevent this. In fact, such interaction is encouraged. For instance, a bowling team last winter included a terminal manager, a rate clerk, two city drivers and a dock worker. . . . and this spring a winning foursome in a golf tournament included a road driver, a local driver, an assistant supervisor and a dock foreman.

This broad base of participation from all areas of the McLean work force, with its byproducts of good

relations, better morale and work attendance, has spurred complete management support of all phases of the program.

The major source of funds for the program is the profit from the vending machines in the canteens at the general office and at the 108 terminals. Participants in golf and bowling pay a portion of their fees.

Communication has played a major role in building the recreation program. A brochure describing the many activities is revised annually and distributed to all employees. Information on sports events is carried regularly to employees by means of the company newspaper, weekly and bi-weekly newsletters, inter-terminal and office memos, the company's computer communication system and bulletin boards.

Since its inception, one name has been synonymous with the success of the McLean Recreation Program—Miles M. Carter, currently Recreation Director. Under his leadership, the McLean Program has become a national model for successful industrial recreation programs. This year Carter is serving as President of the National Industrial Recreation Association.

National recognition was most evident in 1966 when McLean received The Citizens Savings Athletic Foundation Award for having the most outstanding recreation program in North America for a company of its size.

For all its attractiveness, a recreation program could just be a useless tinsel without participation. Here, McLean employees have more than held up their end of the bargain.

Now, when an employee has a suggestion for a new program or activity, the response is almost always. . . . "We're ready when you are." □

Some scenes of NIRAs 33rd Annual Conference in Atlanta

Employee Recreation-More Than a Fringe Benefit

Many photos
by
Roy L. McClure
Recreation Director
Lockheed-Georgia
and
Arthur L. Conrad
Vice President
Flick-Reedy Corp.



A NIRA delegate examines materials on display at this booth while listening to the exhibitor tell about group travel to Hawaii.



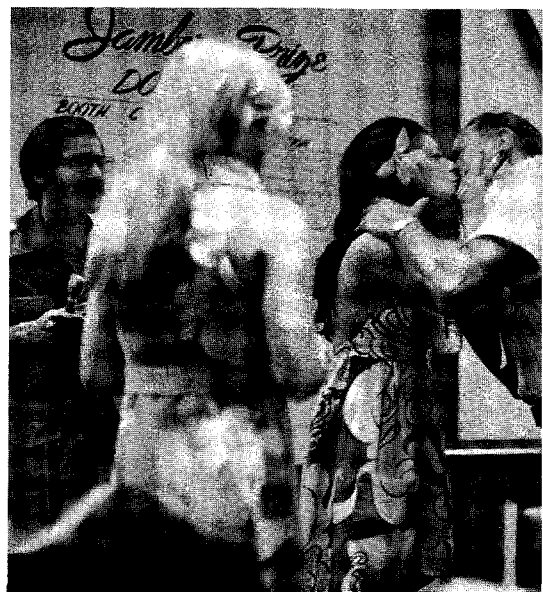
The prize drawings drew a great deal of attention.



Fritz J. Merrell of the Olin Corporation almost lost his head as he volunteered to be a part of Roger and Shar's magic act, just some of the entertainment provided at the "Employer of the Year Luncheon."



This NIRA delegate seeks information on the Walt Disney Magic Kingdom Club.

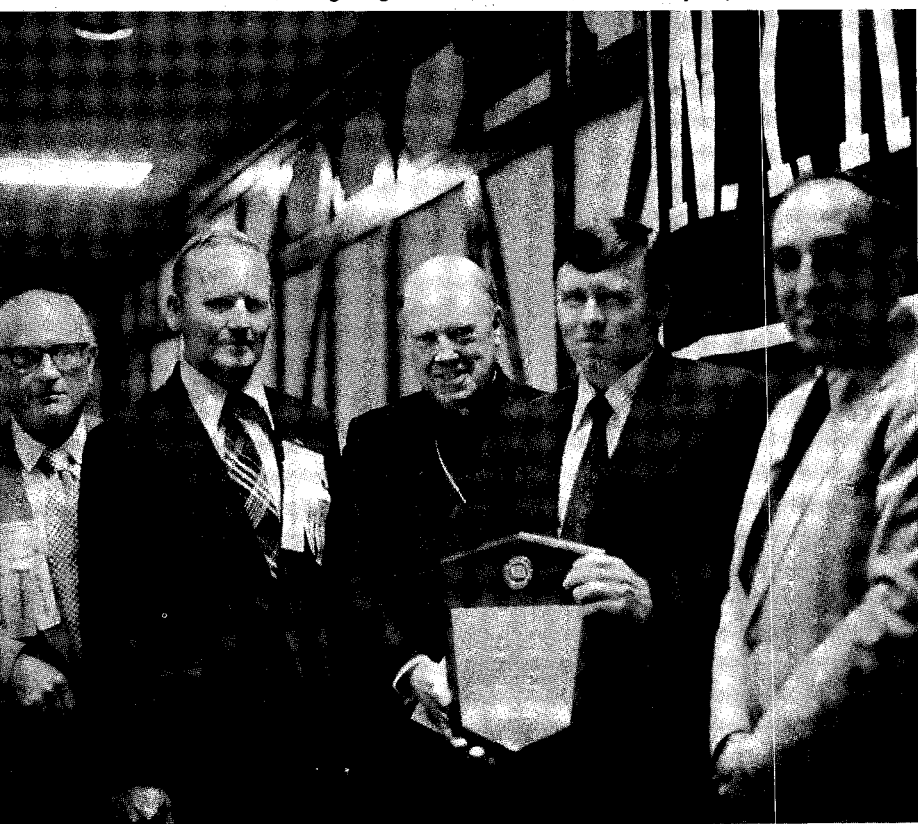


Nick Miketinac of Charmin Paper Products won a prize—not what's pictured, but rather a trip to Hawaii.



"Travel Program, What You Can Expect During the Energy Crisis" was discussed by this panel (from left) Mark Gross, Banner Tours-American Express Co.; Ivan Damyanoff, Air France; Fred Sarver, Norwegian Caribbean Lines, and Steve Clark, Walt Disney's Magic Kingdom Club. They stated, in essence, that if you want your company employees to get somewhere in 1974, you can, if you're willing to pay the increased prices.

NIRA Employer of the Year is Earl T. Groves (second from right) who was honored at the Conference's Management Luncheon. On hand to honor Groves, Treasurer and President of Groves Thread Company, are (from left) Art Conrad, Vice President-Public Relations, NIRA, Flick-Reedy Corporation; Miles L. Carter, NIRA President, McLean Trucking Co.; the Most Rev. Thomas A. Donnellan, Archbishop of Atlanta; Groves, and Edward M. Bruno, outgoing NIRA President, 3M Company.



Michael A. Fryer, NIRA Executive Director, calls a meeting to order and introduces those at the dias who are (from left) Miles Carter, 1974-75 NIRA President; Dave Shanker, NIRA Associate Member representative to the Board; Fryer; Ned Harvey, with Sea World of Florida, and Bob Andersen, Director of Advertising, RM.

focus on fun, awards

Mrs. Fritz Merrell, one of the Spouse's Program Co-Chairmen, watches a quilting demonstration by Mrs. Billie Crumly.



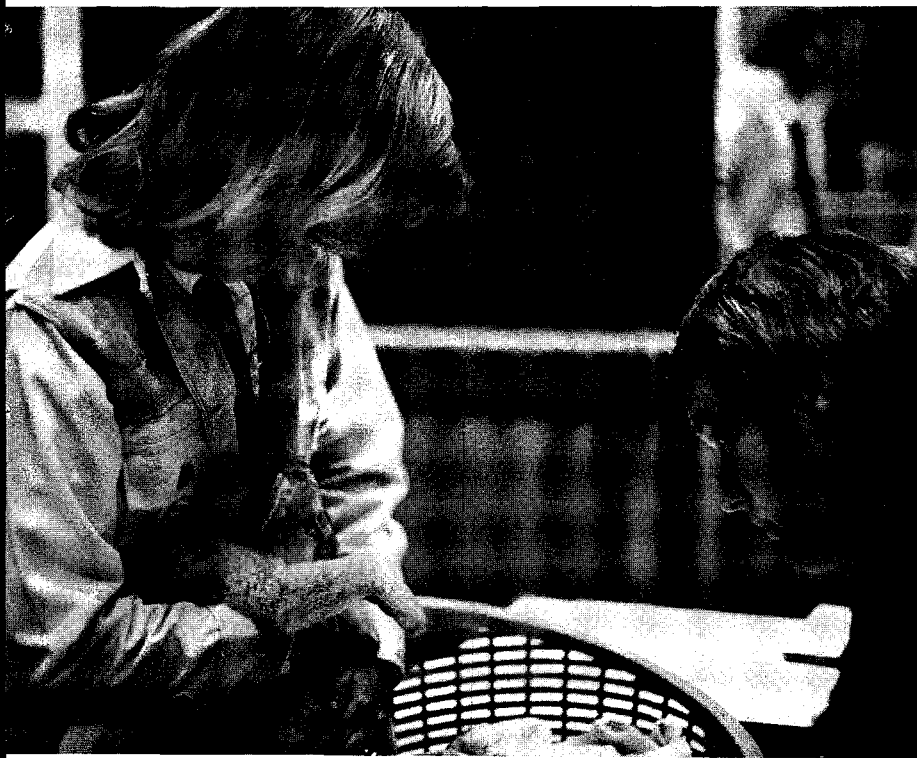


Ken Wattenberger of Lockheed-Burbank discusses his company recreation program with interested exhibitors.

Two NIRA delegates listen intently as this exhibitor tells how he can be of service to them.



A baby lion at the Lion Country Safari booth attracted a great deal of attention at the Conference.

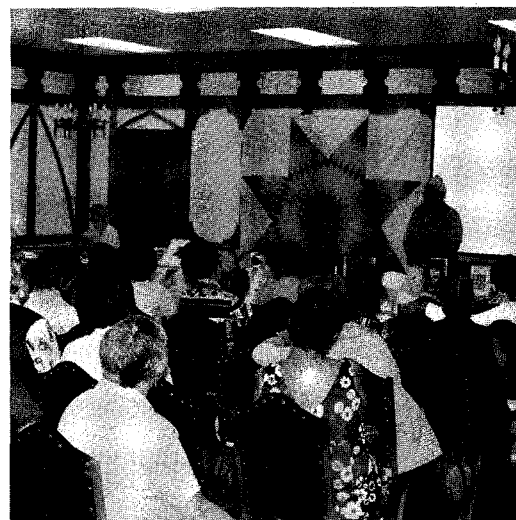


More than 60 women turned out to view a Southern cooking demonstration, after which they were able to eat the samples.



Walther Czerny of the Austrian National Tourist Office states his views on the energy crisis and how it will effect group travel this year.

exhibitors



Mrs. June Steward briefly describes flower arranging to one of the teen-age children of a delegate.



"What you see, is what you get," this exhibitor tells a NIRA delegate.

"Preparing for An Audit"

by Howard Saretsky, principle with the firm
La France, Walker, Jackley & Saville



seminar on audits

Saretsky was graduated from New York University with a bachelor of science degree in accounting and he attended that university's graduate school in economics. After a stint in the Army, he went to work for Ernst & Ernst until he moved to Chicago whereupon he worked for a small accounting firm three years. In April of 1966, he formed his own company and in January of this year, the firm merged with a small national certified public accounting firm. Currently, Saretsky does the books for 22 trade associations. (Here he poses with the baby lion from the Lion Country safari booth.)

In his address, Saretsky led the audience through the mechanics of what to do when the IRS audits your income taxes.

Initially, he said, you'll receive a phone call from an IRS agent, who will tell you what he will examine and the list of documents he will want.

"Get his number and tell him that your accountant will call him back. Discuss with your accountant the date that the agent wants to start the examination, and see if it is agreeable with your accountant. Discuss the time involved and try to estimate how long it will take the agent to perform his audit. If it will involve more than one day," Saretsky said, "it is a good idea for the association executive not to be in for the first day, so all the questions the agent has can be answered at one time at the end.

Saretsky suggests calling the agent back and choosing a date to begin the exam. "The accountant will then call the association's attorney to inform him of the pending exam and to discuss problems that may arise. Meanwhile, the association executive should inform his staff that an audit will take place and instruct them not to engage in any discussion with the IRS representative.

"With the preliminary steps out of the way, the next step should be a visit to the office by your accountant about a week prior to the exam. He should review the books, records and tax returns for the year. At this time, he should decide how to handle any 'sticky' situations. He should also pull out of the files all

data the agent will need, to expedite matters. In addition, if the association was audited in the past and a no change letter was received, have this available."

Saretsky advises, "When the agent asks a question, think of what he is asking and tell him **only** what he wants to know. If your accountant asks you a question in front of the agent, be very conscious of what he is asking, and answer precisely.

"On the day of the audit," Saretsky states, "it has been my experience that having as many of the books and records neatly laid out for the agent and guiding him along—with the data does two things: it establishes an openness—we have nothing to hide, and it saves time causing the agent to move quickly. (The longer the accountant is there, the more you will have to pay him.)

"The best time to prepare for the audit," he suggests, "is all year long. Keep your books as simple as possible with an eye toward preparation of the 990 return. Any auditor is smart enough to take any set of books you have and to turn them into a proper set of financial statements.

"In addition to the items the agent originally requests, he may ask for any payroll tax returns, 1099 form (a form given to someone who is not on the payroll but who may have received more than \$600 from your organization on a one time basis—this is filled out at the end of the year), W-2s, minutes and contracts. Be sure to have your minutes prepared & kept in conformance with attorney's preference. There is always the possibility the agent will ask to see the executive's personal 1040 return. This is common for owners of small, closely held profit corporations, when their own corporation is audited. However, I personally have never experienced this with a trade association. But you should be aware of it."

Establishing a good rapport with the IRS agent is of paramount importance, Saretsky advises. "If the accountant earns the agent's re-

spect, the examination will be smooth and pleasant."

Saretsky feels the main problem in being audited, is **unrelated business income**. "Unrelated business income (U.B.I.) is subject to normal corporate tax rates. U.B.I. is the gross income derived by any organization from any unrelated trade or business (such as a trade magazine) regularly carried on by it, less the expenses which are directly connected. For U.B.I. you fill out a 990-T (a not-for-profit association but the unrelated business income form). Even if this activity helps pay for the exempt function, it is not enough. It must be itself part of the exempt function. This is the distinction between related and unrelated. To figure this, keep your records in such a manner that your business deduction overhead can be applied, but be able to justify the method of allocation and its reasonableness. I might add that those items which are fixed costs such as rent and electricity and needed, regardless, may be harder to substantiate as related business income, but all variable expenses such as telephone costs, meeting costs, the editor's salary of a magazine, can be logically allocated as related in some part to the related business income—necessary to the function of the association.

"At the end of the exam," Saretsky continues, "the agent will discuss the issues, and points of contention should be written down and later discussed with your attorney, if they in any way raise the issue of losing the exemption. Tax on unrelated income, if there is any, should be settled at that time as expeditiously as possible, leaving it up to the accountant as to how much he should give in to and where to draw the line."

At this point, it is up to the accountant whether he agrees with the agent's findings or disagrees and asks for an informal conference. However, in any case, the association's attorney should be brought into the case and should decide how far to fight the issue.

Saretsky's address on budgets will appear in a future issue.

"Fund-raising Programs as Supplemental Income"

By Mike Brown, R. R. Donnelley & Sons Co.
Roger Garrett, Technicolor, Inc.
Richard Brown, Texas Instruments
Al Porter, Raytheon Co.

All Recreation Directors are faced at one time or another with the dilemma of how to obtain more funds than those secured through normal channels. Fund-raising programs can provide one solution. In fund-raising programs, the idea is ultimately to benefit the employee, and, in effect, to be able to offer him recreation at a lower cost than is otherwise available.

This can be done in myriad ways.

Mike Brown at RR Donnelley & Sons Co., talks about coin-operated games as being one excellent source of income. "We split the profits with the vendor 50-50, and the vendor takes care of everything, including maintenance. Factors to consider" he said, "are location in an area of heavy traffic; sufficient room and neat surroundings. The types of games include electric, mechanical and heavy duty equipment which come in both popular and established games. We even have a game which enables employees to get a refund. We try to rotate our games on a regular basis. When it comes time to collect the funds, our staff manager goes with the collector. All profits are then put back into the recreation program."

Richard Brown at Texas Instruments, Texins Association, operates an extensive golf program. He suggests its an excellent money maker and is easy to promote. "We promote it once publicly and once among the employees. The program includes a driving range, putting green and club house and currently we are formulating plans to erect a 1,200 yard lighted par 3

course.

"All employees get a 25 percent discount. The employee profit is then considered to be related income and is non-taxable; only the public income is unrelated and taxable."

Al Porter of Raytheon uses games of chance as fund-raisers. Bingo and A Night at the Races, all raise funds; about 40 percent goes to the recreation association and 60 percent to the winners. The cost to Raytheon is about \$100.

"We also hold raffles, sweepstakes, lotteries, Las Vegas Nights with Vegas coupons used to supplement our Bingo nights, to raise funds.

"In initiating games of chance," Porter warns, "the recreation director must consider, state and local laws governing games of chance and company policies.

"One way to save money on such an idea," Porter said, "is to build your own tables, do your own decorating and erect your own facilities needed to play the games.

"Problems include prize limitation and be careful as to how you promote the games."

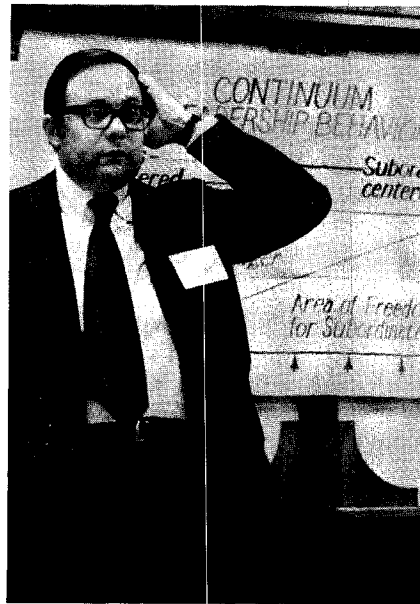
Wayne Coleman of Technicolor talked about the advantages of Technicolor's fund-raising programs offered to employees. "Technicolor offers a complete photofinishing service plus a line of film products. All prints, slides, movies, enlargements, movie splicing and cartridgeing are offered to rec directors at special discounted rates. The recreation director does not have to send money with his orders, but is billed once a month."

"Evaluating Your Administrative Skills"

by Fred Schuster, Ph.D., Harvard University
and Professor, Florida Atlantic University

Dr. Schuster posited the theory that there is no one effective way to manage people. But there are myriad factors to consider before a manager can select the best approach to take in handling subordinates.

How to behave in a given situation was explained by examining two well-known management theories, X and Y. Theory X, Dr. Schuster said, purports that the employee needs direction and punishment to get him to perform in a job situation. On the other hand, Theory Y states that man will

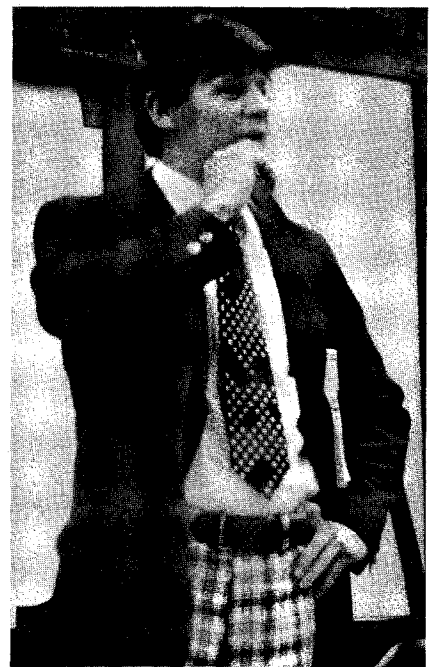


Dr. Fred Schuster

produce, but needs management's help. Aside from punishment, management can arrange things in such a way as to enable a subordinate to achieve his best in an organizational capacity.

To further expound on these theories, Dr. Schuster told the group of the hierarchy of man's needs. From the least to the most important the needs are: physiological, safety, social, self-esteem and self-fulfillment. Relating this to theories X and Y, he explained there is a methodical way to determine the best management style to use based on the immediate needs of the subordinates.

He proposed a continuum of leadership behavior which goes from a boss centered management process to a subordinate center situation. The theory, set forth by Tannenbaum and Schmidt, has at the left the manager who makes all the decisions without consulting his staff. As we



Dick Wilsman of S.C. Johnson & Son, Inc., introduces Dr. Fred Schuster.

move to the right, we have the manager who sells his decisions to subordinates. In the center of the continuum is the manager who presents tentative solutions, subject to change. Further to the right we have the manager who presents the problem to his subordinates and he gets their input and makes the ultimate decision. At the extreme right, we have the manager who presents the problem and he delegates the responsibility and authority for solving it to his subordinates.

In choosing the best method to use in a given situation, Dr. Schuster suggested these factors must be considered:

1. What the people involved will respond to.
2. How much ambiguity can the manager take.
3. Constraints of the situation such as time, information available, and whether the situation warrants a group looking at it.

Dr. Schuster emphasized that the most important characteristic a manager must have is the ability to diagnose the situation and to be able to match his behavior with the situation as it's diagnosed. □

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seminar on employee recreation as more than fringe benefit



Employee Recreation—More than a Fringe Benefit

by Dr. Thomas I. Hines,
head of the department,
Recreation Resources Administration,
North Carolina State University

When we examine the products of recreation, we know that employee recreation is much more than merely a fringe benefit. Our organized recreation program plays a most important role in the lives of our employees. By striving to reach three general objectives—enjoyment, enriched community living and personal fulfillment—employee recreation aims to make a unique contribution. Possibly these objectives are common to other services, however, the objective, enjoyment, creates a unique role for recreation. There is no other activity, outside of recreation, that develops a phase of living for people by establishing fun and enjoyment as a primary objective.

For years, we have advertised there are myriad "special" benefits derived from employee recreation. Among these claims are: **relief from frustration, improvement of employee-employer relations, leadership training, reduction of accidents, enhancement of team spirit, attraction of better workers, community good will, increased worker efficiency, healthier employees and reduced costs for participants and sponsors.**

As recreation professionals, we believe these benefits do, in fact, exist. The importance of establishing objectives, both as guides and as means for evaluating

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program as well as results, becomes highly significant for recreation—if the developmental stages of recreation are considered. To what extent can we as professionals in the field of employee recreation prove in a quantitative way our claims? How do we measure, for example, enjoyment and all of its implications, or how can we prove beyond a doubt that recreation programs increase worker efficiency or attract better workers?

In deciding whether recreation is “more” than a typical fringe benefit, perhaps top management would prefer to give its answer in economic terms. But, it might help to look at a definition of employee recreation in the mid-fifties, **Jackson Anderson of Purdue University**, clearly defined employee recreation as the term used to describe those recreation activities which are provided to satisfy the particular needs and desires of employees of business and industrial firms.

The American Heritage Dictionary of the English Language has defined the term, fringe benefit, as an employment benefit given in addition to one's wages or salary. Anderson included recreation as one of the employee or personnel services which may be defined as assistance furnished, in addition to wages paid, to improve the welfare of employees provided that such assistance is neither a necessity of the industry nor required by law. If we accept these definitions, employee recreation is a fringe benefit.

But is it “more” than a fringe benefit? What is the meaning of the term “more”. Returning to the dictionary we find “more” described as “greater” in size, amount, extent, or degree.” Now it is possible to come to an understanding of the question. We know now that we wish to determine the degree to which employee recreation is greater than a fringe benefit.

In the professional arena of applied recreation we find such terms as recreation therapy, municipal recreation, commercial recreation, private recreation and others. The adjective is used to describe the setting or situation where recreation is applied. In addition, the term employee recreation simply describes recreation as it applies to a particular employee environment. If this hypothesis is true, the word “recreation” becomes the dominant power; thus our understanding of the term “recreation” and its implication become the **key** to the answer of whether or not employee recreation is more than a fringe benefit?

Often we falsely identify recreation to be synonymous with “leisure activities”, a term which may include mere amusement and unsocial activity. What is an appropriate definition of recreation? Years ago many employee recreation professionals accepted the definition of recreation to be “socially accepted, leisure activities that are purposeful and do provide immediate satisfaction to the employee who does voluntarily participate in an activity.”

These characteristics should be found in any definition of recreation and may help us to determine whether employee recreation is more than a fringe benefit:

1. **Worthwhile:** To be acceptable as an activity a recreation experience should be **worth while** to the individual. The degree of worthwhileness will vary for different employees. Does the employee consider the experience to be of any worth? This concept indicates that we as recreation executives, do not rank the value of activities for others. It is the eventual effect of an activity on the conduct of an individual or a group which determines the activity's worthwhileness.

2. **Socially Acceptable:** Our employee recreation organizations have the responsibility to offer **socially acceptable** activities. Activities which conflict with the customs and mores of the particular industrial setting involved deserve no place in the recreation program. New activities that may be questionable with general employee thinking should be introduced slowly and with care.

3. **Leisure:** Recreation occurs during **leisure**. Obviously, all of our employees must work, eat, and sleep if they are to live, and much of their available time, which is not consumed by functions such as these, is free time. It is during this period that the employee seeks recreation—or some other leisure activity which may or may not in the true sense be recreation. **Leisure implies time available which employees may put to use as they choose.** The time remains the personal property of the employee, and whatever activity he selects remains a matter of his personal choice.

4. **Satisfaction:** An individual's recreation must **satisfy** him. Preferable, recreative activities should be immediately satisfying. Leisure indicates free choice, and unless the individual's selection proves satisfying from the beginning, no assurance of continued activity seems possible. An immediately enjoyable activity often provides a situation in which employees learn additional skills and techniques, and this increases their enjoyment of the experience.

5. **Voluntary:** All recreation must evolve from the **voluntary** choice of an individual or a group. Compulsion and enticement are promotional methods which are not compatible with the recreation experience. The urge to take part in the activity by the employee looms as one of the most important characteristics of a true recreation experience. Sometimes the environment into which some employees may be forced to live violates their right to voluntarily select certain pursuits. These individuals with either restricted opportunities for leisure activity or a limited educated judgment concerning

recreation, may be denied, in a final analysis, a free and voluntary selection.

In retrospect, all these characteristics of recreation when applied, do not restrict the scope of recreation for any individual or group. When a leisure activity contains all of these characteristics, there is evidence of a desired form of recreation; however, the degree to which these characteristics fail to appear in leisure activity would also indicate a relatively less desirable or possibly a undesirable recreation experience. There is no rigid formula that can be applied in judging the worth of a recreation activity to an employee because recreation depends so much upon each employee's personal attitude toward the activity at the time of participation.

Recreation Meets a Fundamental Human Need

Recreation is essentially an area of living. The total recreation interest pattern of the individual and his expression of those interests during leisure, constitute a part of daily living—a part that includes many experiences in human relationships.

As an area of living, recreation must be related to the nature of those who participate in it.

The employee recreation leader exercises his function primarily in relation to employees, and not to activities. The employee recreation leader develops his function in a complex setting; he is only one of many forces exerting influences upon the leisure and recreation habits and patterns of the employee as an individual and as a member of the group.

Recreation seeks to provide for the employees freedom of choice based on his or her self discipline. Recreation connotes freedom; it encourages the employee's self expression, initiative, self leadership.

The employee is a being with needs, desires, and interests of a biological, physical, emotional, and social nature. Some of the needs are essential to survival; others are more applicable to the development of a meaningful and joyful life. Survival needs are those physical considerations necessary to sustain life;

beyond these are needs closely associated with the development of an individual's personality.

Importance of Recreation Today

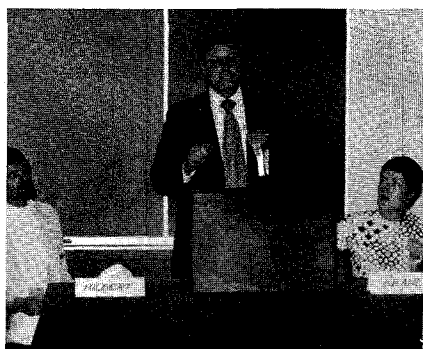
It is agreed that the fundamental aim of organized recreation is to assure **joyful** experiences and **happiness** through wholesome leisure activity. Certain satisfactions form the essentials of recreation objectives. These satisfactions—security, recognition, response, adventure in new experiences, creativeness—are basic drives in individuals and groups. Recreation activities provide a variety of values. Among these are physical values such as strength, mobility, stamina, speed and beyond these, beauty of form and movement. There are also mental values obtained by participation. Civic, social, and character values are created through recreation activity that enrich personalities and develop wholesome group relationships.

Modern industrial conditions with increased leisure for everyone, leisure at odd hours for workers on special shifts, and extensive leisure for seasonal workers challenge recreation to provide constructive uses for the greatly increased free time of all workers. **Recreation can free the worker from monotony and at the same time satisfy physical needs through individual or group activities.** Technology has shortened man's working years ending in early lay-off and retirement. Individuals must find in their later years a richness of life, satisfaction, and contentment; thereby, recreation thus teams with the economic system in eliminating the barriers of desire.

John Hutchinson has stated so adequately that: "Recreation is the companion but not the antithesis of work. Where work may be compulsory, recreation remains voluntary; where work may prove irksome, recreation, by its very nature, is always satisfying; and where work may demand regularly scheduled blocks of time for its completion, recreation requires no predetermined schedules of time. Without work recreation becomes artificial, and without recreation work becomes unbearable." □

Seminars on Promotional Campaigns

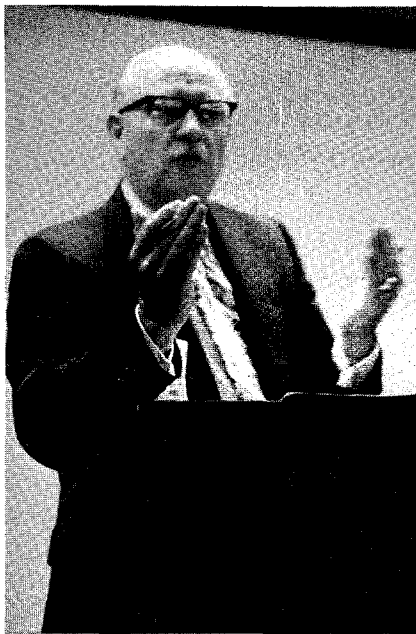
"Effective Techniques of Promoting Programs"



From left: Ed Hilbert of Battelle Columbus Laboratories, Chairman, listens to Kenneth C. Wattenberger, Lockheed-Burbank, and Marge Keane, Continental Illinois National Bank, give a talk on "Methods to Overcome Problems of Promoting your Activities."

Once a recreation director gets the go ahead to initiate an activity, one of the toughest challenges facing him is how to promote the activity among company employees. Oftentimes this is a slow process which must be handled step-by-step.

One of the sessions was conducted in seminar fashion by Art Conrad, Vice President, Public Relations, NIRA, who asked for comments from those in the group. S.C. Johnson & Son, Inc., for example, published a calendar this year which listed all activi-



Arthur Conrad

ties to be featured by the recreation department throughout the year. It was beautifully done, and the company won a NIRA Promotion Award for it.

Too often, publicity depends on the availability of the director or his or her flexibility, according to Martha Daniel of Nationwide Insurance Co. Having a group of employee representatives with whom the rec. director meets on a regular basis is imperative in disseminating information among employees.

Gene Miller of Michigan Bell related one effective and gimmicky promotion he used to promote a bowling tournament using company resources. He put up two posters one for women which said "I am Curious Yellow" and listed a phone number, and one for men "I am Curious Blue" with a phone number. When the employee called the number listed, he heard a recording citing details of the tournament. More than 1600 participated; it was the largest tournament ever.

Others suggested using tablegrams or putting messages into the napkin holders in the company cafeteria.

A representative from a travel company told the group not to forget they can rely on travel groups to supply them with all types of materials to promote travel

programs.

"Methods to Overcome Problems of Promoting Your Activities"

**by Marge Keane
Continental Illinois National Bank**

When it comes to promoting employee activities, Continental Bank has a highly unusual situation. Employee Relations can draw on the services of professional writers and graphics designers in the Public Affairs Division to plan promotional strategies and to prepare and implement a variety of promotional activities. We also have in-house offset and letterpress printing facilities to help minimize the production costs of many of our printed pieces.

Basically, we use our bi-weekly employee newspaper, our monthly calendar of events and Information Center posters for activities and events promotion. In addition, we sometimes use cafeteria table tents, fliers or payroll stuffers to reinforce the message and/or to make it easier for the reader to act on an offer.

In almost every instance where an activity is involved, the initial announcement is carried in the employee newspaper, with the other media used as reminders. In the case of special offers—such as ticket or merchandise discounts—we make the announcement in the monthly calendar, since the newspaper does not have space to carry all these items.

The newspaper and, to a lesser extent, the calendar are better suited to carrying in-depth information about an event, activity or special offer than are posters or table tents which, to be effective, must keep their message brief and to the point.

As an example, most of our posters or table tents refer the reader to the newspaper or the calendar for further information.

The use of fliers, which are sent to each employee by inter-office

mail, is reserved for occasions when we want to get an entry blank or order form in the hands of every worker.

Payroll stuffers are best applied to situations where we want an employee to buy something or pledge money, since the appeal reaches him at a time when he has cash in hand.

Even without the resources the bank has, effective promotion need not be costly or overly time-consuming.

The best move for a recreation director who does not have access to the services of professional writers and graphics designers is to work as closely as possible with the editor of the company's employee newspaper to provide him with all the information he needs to report accurately and in depth on upcoming activities and events.

Once information on an event is released in the company newspaper, you can concentrate on preparing posters, table tents and other items to serve as reminders.

By subscribing to any of several clip art services and by using art type or Prestype, you can create attractive, professional-looking posters and fliers inexpensively.

Other boons to the recreation director without a creative staff are preprinted four-color bulletins, available for just a few dollars per hundred, and other attention-getters such as jumbo postcards and telegrams. Most of the companies that sell these preprinted specialty items also will provide you with copy, typesetting, layout and printing at a nominal extra charge.

Instant printing services, found in almost every city these days, can set type, prepare layouts and run off copies of fliers and small-size posters.

If your company is one that has a telephone communication system by which an employee can get up-to-date news and information simply by calling a given number, talk with the person who runs the system about getting pre-recorded plugs for employee activities included as part of the programming.

Come to Kingston, Jamaica for the 1975 NIRA Convention.

In between NIRA business you'll be sipping rum swizzles under shady palms, sunning, swimming and sightseeing to your heart's content. More like a vacation than a convention.

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Visit our north coast where the beaches of Montego Bay and Ocho Rios stretch out for miles and the nightlife sizzles. (Call it travel research. Inspiration for a future trip with your employee group.)

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session on company,
community recreation programs

"Integrating Company and Community Recreation Programs and Facilities"

by Dr. Keith Roys
Professor

School of Social and Community Services
Department of Recreation and Park Administration
University of Missouri



Dr. Keith Roys

"One of the cardinal rules of municipal recreation is, do not try to provide some form of service that is adequately being taken care of by some other agency," said Dr. Keith Roys. "This is particularly important when you are working with the taxpayer's dollar. In the U.S., all the tax-supported program has to do is try to compete with

free enterprise and you can get yourself in a good deal of trouble.

"When the community recreation director sees the employee recreation director coming into his office, about 90 percent of the time he will probably think that he is coming either to enter a team in mini-league or to ask for the use of

one of the municipal facilities. Now his job is to provide service so if he is on the ball—and this is not to say all of them are—he will have several possible questions to ask of the employee recreation director, and therefore, be better prepared to work with you. The following are examples of some questions:

post-conference tour



Among those who cruised on the Caribbean during the recent NIRA post-conference tour are "sailors" (from left) John Ross, CIRA, Western and Southern Life Insurance Company; Julia Thompson, President of the Lockheed Employees Recreation Association, Sunnyvale, Calif.; the ship's first officer; Jack Rector, Rockwell International, and Larry Deal, Inland Division of General Motors.

More scenes of

NIRAs 33rd Annual Conference in Atlanta

Can I allow the use of any of our facilities to special groups without listing the flexibility of our general program needs? What are my concerns as far as legal considerations or insurance? This is particularly important in areas where the community still enjoys governmental immunity. If I give permission to one group, will I be opening the doors to too many other groups?

"Although these may sound like rather negative considerations, there is another side of the coin and this is one that the employee recreation director should probably keep in mind when he goes in to request the use of facilities or programs services. Most governmental agencies that provide local recreation services have to justify their existence on the basis of numbers of people participating. If you can show the director how your use of his services can increase the number figure in the community recreation directors report, this might well give the community recreation director a little additional clout when it comes time to request more funds to improve the program and facilities."

Dr. Roys suggested it might well be that "the municipal recreation director might provide the best service to you as an individual company working in a coordinating effort to help all of the industries in your geographical location work more closely together.

"Finally, I want briefly mention the non-public agency. I'm referring to agencies like the YMCA. There are other agencies that the Industrial Recreation manager should consider which could possibly better handle his needs."

A story on how Andy Zadany of Corning Glass Works is coordinating his program with the YMCA will appear in a future issue of RM. □

Handing over the gavel, in the traditional ceremony, is outgoing NIRA President, Edward M. Bruno (left), 3M Company. Miles L. Carter, 1974-75 NIRA President, McLean Trucking Co., accepts the gavel as Mrs. Carter (right) looks on.



Gary D. McCormick, who has been promoted to project Safety Director of the Salt River Project in Arizona, gives a brief talk on what NIRA is all about and how to make better use of its services.



Throngs turned out for many of the educational sessions.

travel spotlight

Canadian Charms:

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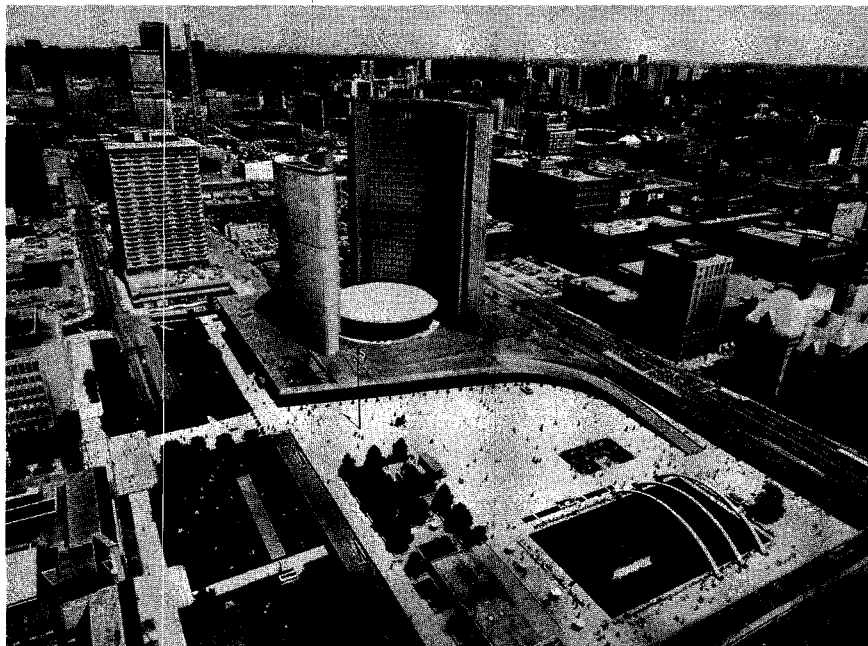
The charms of Canada are many. The scenery is pleasing, the countryside quiet, the cities lively. Roads are excellent and uncrowded. And, while tourist attractions and facilities are developed enough to ensure the most demanding visitor a comfortable and interesting stay, the simple rural beauty of the country has not been marred.

Ontario

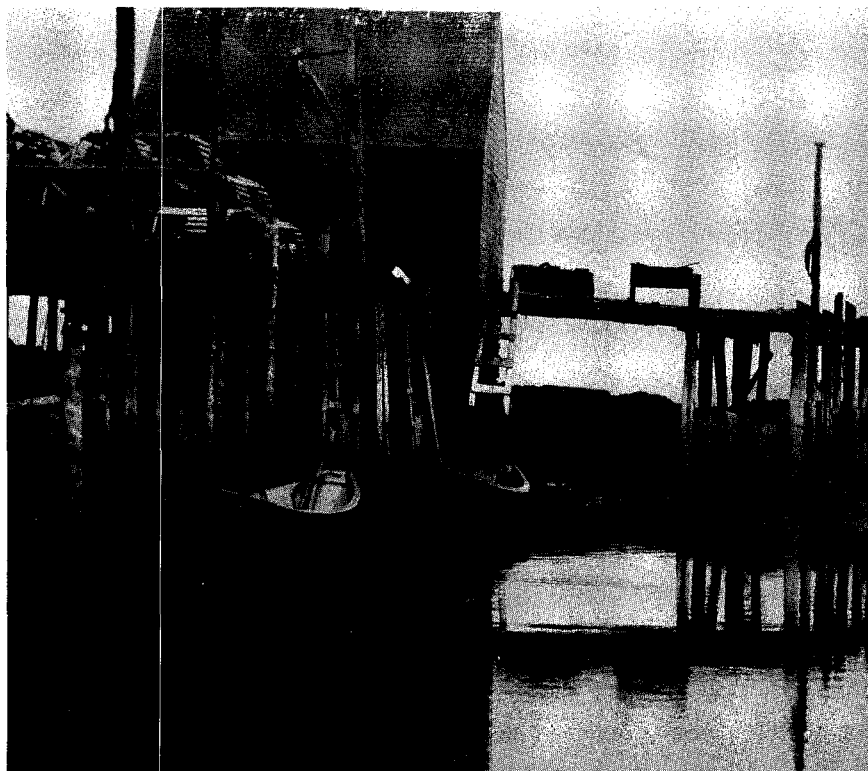
Ontario is bigger than most people imagine and has about as much geographical diversity as you can get in one province. It borders on four of the five Great Lakes and also touches Hudson Bay. Its northernmost point, near the spot where the Black Duck River flows into Hudson Bay, is more than 1,100 miles from its southern tip at Point Pelee in Lake Erie. From east to west, Ontario stretches 1,300 miles.

Some Points of Interest in Toronto

CASA LOMA. Toronto's 98-room castle is located near Davenport Road at Apadina. Begun in 1911, it took three years to complete, cost \$3 million, and occupies a six-acre site. Touring it you'll see secret passages, turreted stables, and magnificently furnished rooms. It is now



City Hall is an architectural jewel and home of Toronto's affairs. Nathan Phillips Square is an ideal place of meeting for a variety of informal and ceremonial events.



Blue Rocks, Nova Scotia, is awash with the type of atmosphere that appeals specially to painters and photographers. Situated on a promontory that juts out into the Atlantic Ocean on the south coast, Blue Rocks can be reached by a paved highway from Lunenburg. Settlements in this area are old by North American standards and oxen are still used to till the soil.

leased from the city by the Kiwanis Club of West Toronto, which uses its share of the proceeds to carry on an extensive youth program. In the summer it is open 10 am to 8 pm every day except Saturday, when it closes at 4 pm. In other months it is open 10 am to 4 pm daily.

FORT YORK. Located on Garrison Road, entered from the Gardiner Expressway, Fort York stood guard over Toronto Harbor beginning in 1793. It fell into ruins after 1841, but was restored by the city beginning in 1932. Eight original structures have been preserved. During the summer the Fort York Guard is in attendance to perform the 19th-century infantry drill and fire artillery salutes with muzzle-loading cannon. The fort is open all year, daily in the summer and daily, except Monday, in the winter. Admission fee.

ROYAL ONTARIO MUSEUM. Housed in a beautiful building, the museum offers a superb natural history collection. It also has one of the finest collections of Chinese art and archeology in the world. Also in the same complex you'll find the McLaughlin Planetarium, which presents star shows every day except Monday, and the Sigmund Samuel Canadiana Building, with displays of the crafts of early English and French Canada. It is located on Queen's Park Crescent, Queen's Park.

TORONTO CITY HALL. At Queen and Bay streets, two gracefully curved 27-story office buildings partially surround a three-story domed rotunda. All were designed by Finnish architect Viljo Revell. You can tour the building daily from 10 am to 6:15 pm. Great view of the city from the observation deck on the 27th floor.

TORONTO STOCK EXCHANGE. This trading center handles a daily volume of stocks second only to the New York Stock Exchange. It is located at 234 Vay St. Guides on duty in the visitors' gallery explain the transactions. Open from 10 am to 3:30 pm, Monday through Friday.

Lakes Aplenty

Ontario, the 'Land of the Lakes', offers a vacation of rich variety.

Stretching along 170 miles of shoreline in the St. Lawrence area is a new system of parks-with-everything covering 6,000 acres of waterfront. Well cared-for campsites offer fresh water, flush toilets, picnic tables, and barbecues (some with ready-cut firewood for sale).

A modern marina with a 300-foot long dock which can accommodate boats of almost any size is located at **Lake St. Lawrence in Crysler Farm Battle Park, near Morrisburg.**

Between Kingston and Brockville is the famous **Thousand Islands** area of the St. Lawrence. Actually there are about 1,800 islands ranging in size from a protruding rock with one tree to islands five miles wide and 20 miles long.

Upper Canada Village, seven miles east of Morrisburg on Lake St. Lawrence is an authentic restoration of a pioneer village.

About 120 miles due north of Niagara Falls is another vacation area, less well known, and with twice as many islands as the St. Lawrence—the **30,000 Islands.**

Bulging eastward from the top of Lake Huron is the vast island-dotted, inland sea called **Georgian Bay.** On the western side, the **Bruce Peninsula** harbors one of Canada's finest small-mouth bass fishing areas. And in the rivers along the south shore rainbow and brown trout are plentiful.

East from **Owen Sound**, the shoreline curves in a series of small peninsulas and beaches. To the south lie the hills, deserted in summer, resting to challenge the winter's crop of skiers.

The **eastern shore of Georgian Bay—Midland, Wasaga Beach, Honey Harbor** and the **30,000 Islands** area—is a district more easily accessible by boat than car. Isolated cottages alternate with luxury resort hotels.

Just north of **Midland**, the **Severn Canal** empties into **Georgian Bay.** This is a popular waterway for pleasure craft and winds across southern Ontario, through the

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lovely **Kawartha Lakes** area of On-
tario (around **Peterborough**) be-
fore it eventually funnels through
the **Trent Canal** into the protected
waters of the **Bay of Quinte**.

Northern Ontario is still largely
virgin territory—an archipelago of
lakes and streams that lures the
fishermen and hunter for fly-in
holidays.

In 1961 the Trans-Canada High-
way opened some of the most
ruggedly beautiful territory on the
North American continent—the
vast area of shimmering lakes and
fascinating scenery **north of Lake
Superior**. Now it is dotted with
provincial parks and fully
equipped camping areas.

The Ontario side of the 383-
mile-long lake is the most rugged
and unsettled. Along the way you'll
pass through pine-covered granite
mountains, fish-filled lakes and riv-
ers, and thriving northern cities
and towns. The **Ontario** side of the
giant lake begins at **Sault Ste. Marie**
and swings around to the Lake-
head city of **Thunder Bay**, famous
wheat-shipping depot serving
Canada's western provinces.

Nova Scotia

In Nova Scotia, you can really get
away from it all, not just geographi-
cally, but in time as well.

Start almost anywhere. If you are
in the **Halifax/Dartmouth** area, for
example, be sure to visit the **Halifax
Citadel National Historic Park**,
Ross Farm and **Uniacke House**.

If you're heading for **Cape Bre-
ton** from **Halifax**, take the **Marine
Drive** along the south shore. It's
one of several scenic routes in the
province and, incidentally, passes
through **Sherbrooke Village**, one of
the most delightful of historic sites.

Two of the most interesting his-
toric sites on **Cape Breton Island**
(the Island is lauded by many as
the most scenically spectacular
part of the province) are the **Miners
Museum at Glace Bay** and the **For-
tress of Louisbourg**, 23 miles from
Sydney.

There are many more places of
historic interest in this lovely prov-
ince. The **Alexander Graham Bell**

National Historic Park, at **Baddeck**
in **Cape Breton**, exhibits items re-
lating to the various fields of
science and thought investigated
by one of the most versatile minds
of all time. At **Port Royal**, on the
north shore off the **Evangeline
Trail**, there's **Port Royal National
Historic Park**, site of the first per-
manent European settlement in
Canada, erected by DeMonts and
Champlain in 1605. The "Habitat-
tion" has been reconstructed.

On the south shore, at **Locke-
port**, there's the **Little School Mu-
seum** and further east at **Lunen-
burg**, the floating **Fisheries Muse-
um** and **Aquarium** located on the
schooner, **Theresa E. Connor**. If
you like old houses visit: the **Si-
meon Perkins House at Liverpool**,
also on the south shore; **Halibur-
ton Memorial Museum at Wind-
sor**, once the home of Judge Thom-
as Chandler Haliburton, author of
the Sam Slick stories; or the **Ross-
Thompson House** built in 1784 at
Shelburne.

Fishing the Canadian Shield

Prince Albert, in the heart of the
Canadian province of **Saskatche-
wan** is the jumping-off point for
what is probably the best fresh
water fishing area in the world.

New roads now lead into an area
once accessible only by float
plane.

This is **Canada's Pre-Cambrian
Shield**, the imposing north of rock,
trees and thousands of lakes where
you will find fishing at its finest.

From this northern city of 30,000
inhabitants, **Green Lake** is easily
accessible to the motoring fisher-
man via Highway 3 and Highway
55. Traveling distance is 138 miles.
For fly-in visitors, a good, 2,150-
foot community airstrip is main-
tained west of the Green Lake set-
tlement.

The 12-square-mile lake is pro-
tected from excessive winds by
high banks and tall spruce cover
permitting the angler to venture
out safely on even the most blus-
tery day. The "early-bird" fisher-
man, impatient for open water at
the beginning of the season, can

count on a good catch of walleye and northern pike a week or so before ice clears in late May. Good fishing continues well into the fall, when abundant big game, waterfowl and upland game bird populations in the area offer an additional attraction to hunters.

Approximately 70 miles north of Green Lake on Highway 155 is **Lac la Plonge**, which offers a variety of sportfishing enjoyment including top trout fishing.

Highway 2 north from Prince Albert takes the visitor through **Prince Albert National Park**, a 1,500-square-mile recreation centre and game and forest preserve. Hundreds of lakes, varying in size from tiny rock basins to bodies of water 20 miles long, dot the area.

From **Waskesui**, the popular resort center of the park, there is a good gravel highway for 90 miles to **Lac La Ronge**, a haven for frustrated fishermen.

From **Lac La Ronge** sportsmen can drive 70 miles further north on Highway 2, or can go by canoe or by chartered aircraft to the thousands of lakes which cover the northern part of **Saskatchewan**.

A town with the forgettable name of **Smeaton** is the starting point of a memorable fishing trip, the kind where tall tales really do come true. From Smeaton, at the junction of Highway 55 east of Prince Albert and Hanson Lake Road (106) the traveler goes north—each bend in the road bringing into view shimmering, often unfished lakes.

Several smaller lakes between Mile Zero and Mile 62 on the Hanson Lake Road have been well-stocked with rainbow, brook and speckled trout, and Kokanee salmon. Sealy Lake offers rainbow and brook trout running to two pounds

and better, a size to give the most experienced angler a terrific "out of the water" battle.

Little Bear Lake, just off the beaten path, is famed for its fighting lake trout, 20 pounds and more. The fisherman with heavy deep-trolling tackle will be well-rewarded for his efforts.

Dupuis Lake and **Narrow Lake** are best bets for the famed northern pike as is Jan Lake for lunker pike and walleye. From **Jan Lake**, Highway 135 will take you north to **Pelican Narrows** and more hardy souls may take a 35-mile water route, without portages. For those wishing to fly-in there is a 2,800 foot graveled landing strip and excellent fishing camps.

Alberta—Royal Canadian Mounted Police

One hundred years ago 300 scarlet-coated Mounties marched into what is now the province of **Alberta**. They came to bring law and order to an unruly land.

This year, **Alberta** and the **Royal Canadian Mounted Police**, join in the Alberta-RCMP Century Celebrations in recognition of a century of progress together.

Many of this year's celebrations center around local festivals, fairs and stampedes which, for 1974, have adopted centennial themes. A number of them will feature performances by the RCMP Musical Ride, a hospitality van provided by the Alberta-RCMP Century Celebrations Committee, and the travelling Alberta All Girls' Band, a

group which has received considerable recognition in the last few years. Most events will take place in the smaller communities of the province, rather than in the larger cities of **Edmonton** and **Calgary**, both of which played major roles in last year's cross-Canada celebrations of the founding of the RCMP.

Alberta is always a popular holiday destination, but 1974, because of the Century Celebrations, promises to be an especially good year. It's an area where history abounds.

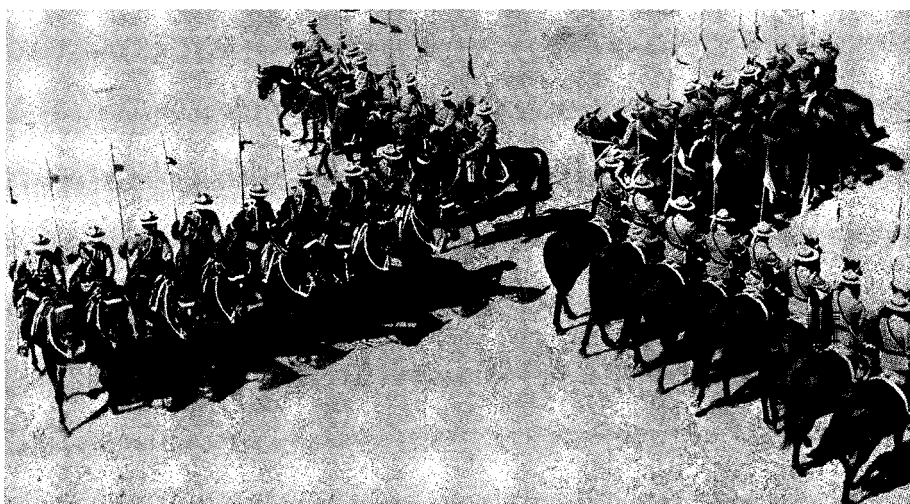
One of the most interesting is the Columbia Icefield, which lies astride the Alberta-British Columbia border. It covers more than 130-square-miles and reaches a depth of 2,000 to 3,000 feet.

The 51 provincial parks and five national parks located in Alberta offer ample opportunity for the visitor to enjoy the natural beauty of this scenic land.

Special attractions include: the replica of old **Fort Whoop-Up** and the **Indian Battle Park** at **Lethbridge**, in the southern part of the province; **Dinosaur Provincial Park** in the central region northeast of **Brooks** on the **Trans-Canada Highway**; **Heritage Park**, a living museum in **Calgary**; the **Provincial Museum** and **Archives of Alberta** in the capital city of **Edmonton** and, of course, the spectacularly beautiful **Rocky Mountains**.

For more information on Canada and for detailed facts on hotels contact the Canadian Government office of Tourism, 150 Kent St., Ottawa KIAOH6. □

"The Star" is one of the many colorful maneuvers performed during the world-famous Royal Canadian Mounted Police Musical Ride. The 32 mounted policemen and horses who make up the "Ride" achieve the perfection expected of them only after many months of rigorous training.



More Faces of Canada

The Ocean Playground

Four Canadian provinces revolve around the Atlantic Ocean. 17,000 miles of wrinkled coastline form uncounted coves, bays, capes and inlets. Yet each has its own distinct characteristics.

New Brunswick

This forested "picture province" is buffeted on its Fundy shore by the highest tides in the world. These tides cause a river to fall upstream at Saint John, push a tidal wave 25 miles inland to Moncton, and have carved red sandstone cliffs into phenomenal shapes at Hopewell. N.B. is a place of unpronounceable rivers: the **Restigouche** and **Miramichi**, two of the world's greatest salmon breeders, and the **Magaguadavic**, favorite route of canoeists and campers.

Prince Edward Island

Prince Edward Island, with its rich red soil, lush green meadows, thoroughbred horses, and 25 miles of warm-water beaches, is called Canada's "garden province". The capital, **Charlottetown**, is known as the "cradle of Canadian Confederation", and you can visit the Legislative Building where, in 1864, a conference was held that laid ground-work for the 1867 union of four British North American colonists to form Canada. Other attractions include harness racing throughout the summer and **Green Gables**, the romantic farmhouse made famous by Canadian writer Lucy Maud Montgomery.

Newfoundland & Labrador

Newfoundland, jutting far into the Atlantic Ocean, was discovered by the Vikings in 1001. For centuries it provided a haven for commercial fishermen to the Grand Banks. Today, it is also a gathering place for sports fisher-

men searching for record-breaking tuna. The ancient seaport capital of **St. John's**, where Marconi received the first trans-Atlantic wireless message, boasts North America's oldest street—and is the eastern terminus for the Trans-Canada Highway.

Quebec

"La Belle Province" blends historic Old France and the vitality of the New World. *Joie de vivre*, historic charm, a cuisine that is *magnifique*! That's "La Belle Province" and you don't have to speak French to enjoy it. Walled **Quebec City**, with its ancient ramparts and cobblestone streets, bursts with life during the spectacular 10-day Winter Carnival in February. **Montreal** is Canada's second largest metropolis and the second largest French speaking city in the world. Skyscrapers, churches, restaurants and miles of shops dot the landscape.

The Midwest

Manitoba

Hunting and fishing are superb. Rivers and lakes (so numerous that counting stopped at 100,000) hold more than a dozen varieties of game fish. Wild ducks and geese flock to the southern marshlands in the fall and the moose wade knee-deep through the lily pads of the northern muskeg. You can fish for record-breaking trout. It has shed its frontier past and donned an image of culture. The highly-acclaimed **Royal Winnipeg Ballet** calls this city home, the **Winnipeg Symphony Orchestra** plays throughout the year, and several theaters offer an exciting variety of entertainment.

British Columbia

A land of towering mountain ranges, glorious fjord-indented

ocean coastline, mighty rushing rivers, and giant Douglas firs and red cedar trees. High rising Indian totem poles in parks and Indian settlements, tell of the distant past, while restored communities like **Barkerville** tell of the white man's past. **Victoria**, the capital, is noted for its English atmosphere, with cricket fields, double-decker buses, trim gardens, tea shops, and the palatial Empress Hotel.

The Undiscovered Frontier

The Yukon and Northwest Territories

The two vast areas comprising this part of the world, present a harsh, merciless face which belies the warmth of the heart beating underneath. Ice and cold cover lake, land and sea at least nine months every year. But at the first magic touch of spring the North goes gay with color and sub-zero temperatures soar to the 60s. This is the time of the midnight sun, when days seem to go on forever and you can tee off for the first round of an 18-hole golf game at midnight in **Yellowknife**. At **Dawson City**, the honky-tonk atmosphere of the **Red Feather Saloon** and **Palace Grand Theatre** recall the days of 1896 when it was the centre of the most fantastic gold rush the world has ever known. **Yellowknife**, the capital, is accessible by car along the Mackenzie Highway, and by plane. At **Inuvik**, you can visit Canada's most remarkable new town, built on permafrost (permanently frozen ground) near the Arctic Ocean. Canada's undiscovered frontier is slowly unfolding itself to visitors from all walks of life. Today's visitors arrive by liner up the Pacific coast and narrow gauge railway to the thriving town of **Whitehorse**; by bus or car up the Alaska Highway; by plane. □

names in the news

Frank Flick, President of **Flick-Reedy Corporation**, has been appointed Corporate Gifts Chairman of the 34th Interfaith National Bible Week to be held in November.

Mike Brown, Activities Coordinator at **R.R. Donnelley & Sons Co.** was married recently to the former Denise Williams of Detroit. Mike assumed his current post at Donnelley about a year ago, replacing **Joe Moore** who is now with **Miller Tours**, a NIRA Associate Member.

Michael A. Fryer, Executive Director of NIRA, has been promoted to **Lt. Commander and Executive Officer** of his Security and Intelligence Naval Reserve Unit. He is former Director of Special Services (on base and on board ship) and a faculty member of the U.S. Naval Academy where he taught recreation.

Richard (Dick) Brown has been named **General Manager of the Texins Association**, the employees recreation association which serves some 23,000 Dallas Texas Instruments employees. The 35-year-old native Chicagoan holds Ph.D., M.S. and B.S. degrees in Ceramic Engineering from the University of Illinois. In 1966 he joined the staff of Texas Instruments to work in Chemical Research until accepting his current position.

Robert F. Andersen has been named **Director of Advertising of Recreation Management Magazine**.

He brings a great deal of advertising and publications experience to his post.

Before joining the staff of RM, he was publisher of a weekly Chicago suburban community newspaper. This entailed his handling everything from business and advertising to editorial matters.

Andersen began his advertising career with the **Chicago Tribune** as a sales representative. While at the **Tribune**, he went through the newspaper's training program for inside classified sales.

Subsequently, he joined the staff of a large community newspaper chain in a Chicago suburb where his responsibilities included classified and display advertising sales. His other tasks included establishing advertising rates, writing copy, doing layouts, and planning and researching several successful promotions.

He also served at one time as Advertising Manager of two national trade magazines, **Camping Industry** and **Fishing Tackle Trade News**. He was involved in sales promotions, rate structure, controlled circulation, editorial content and production.

Andersen was graduated from St. Marys College in Minnesota from which he holds a B.A. degree in English and Marketing.

He is married and has a son.



Patrick Bernard Stinson has been named **Director of Membership and Promotion Services of NIRA**. This is a newly created post designed to accommodate the burgeoning number of new members joining the Association. Since the '73 Conference, NIRA has gained 198 new members.

In this post, Stinson will be responsible for securing new members; maintaining an up-to-date list of prospective members; to organize, prepare and distribute promotional materials, and to coordinate a system for NIRA member's involvement toward promotion of new members.

Stinson was graduated from Western Illinois University where he majored in Recreation and Park Administration with a minor in Physical Education. He holds a bachelor of science degree in Recreation. Subsequently, he served as a NIRA intern.

Stinson's experience in the field of recreation is varied. Summers, since 1969, he has worked for the Elmhurst School District and last year was supervisor of the Elmhurst Park District Softball Program. While in College, he was selected to serve as an aide to the Assistant Intramural Director.

Stinson is a member of several professional organizations: the National Park and Recreation Association, the Illinois Park and Recreation Society and Western Illinois University Park and Recreation Society. □

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nira news

8 Companies recipients of NIRA Certificate of Excellence Awards

Eight NIRA company members were recipients of the annual NIRA Certificate of Excellence Awards for outstanding programs in various areas of industrial recreation.

They were: **Flick-Reedy for Community Achievement**, Art Conrad, Vice President; **Eli Lilly Company**, Chorus and Campers Clubs, Edward Meith, Recreation Director; **Cummins Engine Company, Inc.**, Trapshooting Program, Stephen D. Waltz, Recreation Director; **Wright-Patterson AFB**, Bowling Program, A.G. Bianco, Recreation Director; **Goodyear Tire & Rubber Company**, Conservation and Scouting Programs, Charles E. Bloedorn, Recreation Director, State USIA Recreation Association, Inc., Physical Fitness Program, Louis R. Mertens, Recreation Director, Sunstrand, Volleyball Program, Steve Polaski, Director, and Hill AFB.

Winners of The Citizens Savings Athletic Foundation Awards

Four NIRA Company Members were recipients of the most coveted NIRA Award this year—The Citizens Savings Athletic Foundation Awards.

They are: **Flick-Reedy Corporation**, Bensenville, Ill., for the best industrial recreation in 1974 of any company in North America with less than 1,000 employees, Art Conrad, Vice President, award recipient; **Scovill Manufacturing Company**, (1,001 to 5,000 employees), Waterbury, Ct., Fred A. Wilson, Recreation Director, recipient; **General Dynamics Convair Recreation Association**, San Diego, Calif. (5,001 to 10,000 employees), Ray Mendoza, Recreation Director, recipient, and **3M Company**, Tartan Park, St. Paul, Minn., (more than 10,000 employees), Ed Bruno, Recreation Director, recipient.

Jerome Cristina of Northern

Natural Gas Company was recipient of a specially created award for preparing the most creative and inclusive presentation of any company entering the Citizens Savings Athletic Foundation Awards competition.

The awards came as a climax to the 33rd Annual Conference of NIRA held in Atlanta in May.

World Airways enters into joint ownership of Jordanian hotels

World Airways, Inc., a NIRA Associate Member, has entered into a joint-venture for ownership of two hotels being built in Jordan.

World Airways will hold 20 percent interest.

Construction of a 200-room hotel in Amman should be completed in 18 months, and a 110-room hotel in Aquaba is expected to be finished in 10 to 12 months. Holiday Inns will provide training and technical assistance but won't participate in ownership.

House ruling on conventions outside the U.S.

The House Ways and Means Committee is currently considering a bill to allow for no deduction for convention travel, meal and lodging expenses outside the United States.

The rule would apply to any tax exempt organization. However, the rule is not intended to apply to expenses incurred in attending a convention at a location that is uniquely suited to the purposes of the convention, provided that the attendance at the convention by an

Richard Powers dies at 45



Richard N. Powers, Director of Member Services for the Industrial Mutual Association of Flint, Michigan and a member of the NIRA Board, died recently of a heart attack in his home. He was 45.

Mr. Powers was graduated from Western Michigan University in 1952 and received a master's degree in guidance and counseling from Michigan State University in 1960. He taught at several area schools.

After a stint as a vocational counselor for the Michigan Department of Public Instruction, Mr. Powers joined the IMA in 1964. He

was counselor and assistant director of the vocational service department until being named to his most recent post in which he directed the association's industrial recreation activities.

Mr. Powers was a Past President of the Big Brothers of Greater Flint, Past President of a housing project for the elderly for which he was instrumental in getting funds, and Finance Chairman of the Michigan Special Olympics Region 13 for retarded children.

He was also a member of the Board of the Flint Baseball Commission and was involved in starting the Greater Flint Hockey Association, serving as its first commissioner.

He is survived by his wife, two sons, and six daughters.

individual is related to his trade or business.

On this basis, the 1974 NIRA Conference in Jamaica would still be tax deductible (if the bill passes), for members, because our delegates are buyers of group travel. By attending a conference in Jamaica, a resort area, you would be considering it as a potential group travel destination for company employees.

'74 Promotional Awards Winners

Winners of the 1974 NIRA Promotional Awards were:

Category #1—best promotional organization handbook, membership brochure, activities guide book or membership directory:

Winners: first place, **S.C. Johnson & Son, Inc.** for its 1974 recreation calendar; second place, **The Onized Club, Owens-Ill.**, booklet "Welcome to Our Onized Family," and third place, **The First National Bank of Boston**, booklet "Recreation Program."

Category #2—best single activity publicity piece:

Winners: first and second place, **Continental Bank**, third place, **Industrial Mutual Association of Flint Michigan**.

Contest #3—best promotional campaign of one recreation activity:

Winners: first place, **Continental Bank**; second place, **Onized Club**, and third place, **Texas Instruments**.

NIRA candid camera photo contest

The 1974 NIRA Candid Camera Photo Contest is currently underway to NIRA Company Member employees (and their immediate family, if included in their company's program). Employees of Eastman Kodak Company and anyone who is a professional photographer is ineligible. The entry deadline is Dec. 31, 1974.

Black and white or color prints may be entered and may not ex-

ceed 5" x 7" in size. Photos must be candid—action photos of indoor or outdoor recreation. An entry fee of \$1 is required per photo entered—each contestant may enter as many as he wants.

All photos, which will not be returned, will be judged by Eastman Kodak Company.

Mail entries to: C. James Moyer, Eastman Kodak Company, Kodak Park Division, Rochester, New York 14650.

2 NIRA members receive special service awards

Mel Byers, Corporate Coordinator, Personnel Activities, Owens-Illinois, Inc., and **Dave Shanker, President of Shanker Industries, Inc.**, were recipients of special NIRA distinguished service awards.

Byers received an award in recognition of "distinguished service" in the field of industrial recreation and for his dedicated years of service to NIRA. Mel is currently a

Vice President of the NIRA Board.

Shanker was presented a plaque for having the longest record of service with NIRA—more than 25 years as an associate member, exhibitor and advertiser. He is the NIRA Associate Member representative to the Board.



Dave Shanker, President of Shanker Industries, Inc., is recipient of a special service award presented by **Edward M. Bruno**, outgoing NIRA President, 3M Company (right).

Charlie Hustle



Pete Rose will tell you his goals are always the same, "Hit .300 or better, score 100 or more runs, get 200 hits and play good defense." And Pete Rose has been doing just that for the Cincinnati Reds year after year.

- Pete's passed the 2,000 hit milestone.
- 1973 was his ninth straight as a .300 plus hitter. And he holds a lifetime average of .309.
- Twice he's been the National League Batting Champion. 1973 is his third.
- He's already had six 200-plus hit seasons.
- In the 1970 and 1972 championships, Pete batted .364.

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new products



1. 'Petite Marque'— logo of distinction

The "Petite Marque", the logo of distinction, is neither embroidered nor woven—it's lacelert. This means, it's permanently welded to any garment and it retains its beauty and clarity throughout the life of the garment. The Petite Marques come in all sizes and colors too.

2. Pile-lined, lightweight coach's jacket

A pile-lined, "coach's" jacket has been introduced that is lightweight for freedom of action, yet warm enough for fall and winter sports.

It features raglan sleeves and extra cold weather protection supplied by the 100 percent acrylic pile lining, quilt-lined sleeves and stretch nylon knit cuffs. Available in myriad colors, the jacket has two deep slash pockets and a hidden hood stored in the lining pouch which add to the versatility of this topper.



3. Single tier lockers

These lockers provide design and durability needed to dress up any gym or swimming change room. They provide maximum storage space to permit clothes to hang full length without crowding or mussing. In addition, there is a sturdy built-in shelf for storage of various items.

The lockers are finished in baked-on enamel available in four standard and eight optional colors.

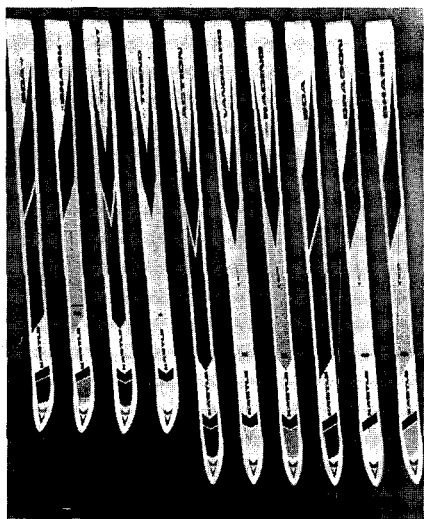


4. 11 new ski models

Eleven new models of Compound Plastic Metal (CPM) skis have been introduced all having aluminum upper edges, ABS top surface and steel running edges.

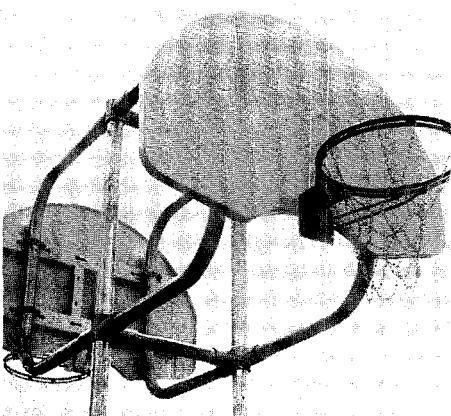
The models include: **CPM Shark**—a responsive, high-performance model of racers; **CPM Dragon**—a fast, durable model for advanced skiers with superior control at high speeds; **CPM BOA**—a versatile, easy-turning ski designed for all-around performance; **RACING**—a ski designed for lively skiing and hot-dogging; **VANGUARD**—for beginners to advanced intermediate skiers; **ACTION**—the ski for beginners who expect a lot from equipment; **CPM DORADO**—the ski designed for experts and professionals; **TREND**—an easy-skiing model for the beginner to the advanced skier who wants a relaxing recreational ski; **TOLERANT**—a forgiving model for beginners and interme-

diates; **CPM SHARK RACING**—a hot racing ski for proficient junior racers; **BOA RACER**—A fun, sturdy performer for the young beginning skier.



5. Fan-shaped back-boards

A full line of basketball equipment now offers fan-shaped as well as rectangular backboards in 12-gauge steel, cast aluminum or 1/4 inch aluminum. Nets are steel chain or 120-thread "no-tie" rope.



6. Baseball scoring book

"Score-Rite", a new baseball scoring book, contains a complete guide on scoring baseball and is large enough to record 25 games.

Each book comes with a durable varnished front cover to prevent damage and wear resulting from excessive handling or inclement weather. The high quality paper allows erasures without tearing, plus the use of felt marking pens without reverse side obliteration. Space is provided for recording not only offensive play, but defensive performance of players and pitchers' statistics. In addition, the scoring boxes are ruled so both balls and strikes can be recorded.

7. Camp-N-Hike shorts

For the warm weather outdoor enthusiast, this garment will carry forward your interest in "Bush Styling". The mid-thigh, cuffed design, with great overlay pocket styling, comes in a variety of sizes in a lam-beige color.

8. New design in men's golf bags

These golf bags are highlighted by a contemporary contour flow design, which gives the bags a more pleasing appearance and makes them more functional. For

example, the new tri-sling suspension allows for even weight distribution. Zippers are self-repairing.

In addition, they come in many color combinations. Ten models are offered in the 1974 line.

9. Pool table has Gold Rush styling

The Murrey 49'er has the unique styling and rugged good looks to become more than a pool table—it's a conversation piece. The heavy duty frame features 2 by 6 construction and the four massive legs are tapered and solidly constructed. Coved rails are protected with melamine burn and mar-proof finishes, while the cloth is of a wool nylon combination to provide superior strength and perfectly correct action on the roll of the ball. All six pockets are of a leather-like fabric.

Playing features include a diamond ground slate to insure a perfect, precision level bed, and professional style rubber set at the proper height and angle to insure maximum action on the ball. Playing area is 44 inches by 88 inches and overall size is 4 feet 6 inches by 8 feet 2 inches.

new products

R/M 8/74

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8 9

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Leisure: A two-edged sword

With reduced working hours, longer vacations and earlier retirement today, we find ourselves on the cutting edge of leisure. For recreation directors, recreation becomes a two-edged sword. Leisure not only has the capacity to cut into a person's life that is filled with boredom, alienation and disenchantment; it also has the distinct capacity to cut in the form of adaptation, creativity and self-fulfillment. As recreation directors, you have an invaluable opportunity to allow a slice to be made in the name of leisure and all the good it can accomplish.

Professionals in the field of recreation deal with people. Those who do it well, deal not just with segments of a person, but rather with the whole person. There is a long history of recreational professionals providing services of substantial benefits to their clients. However, this history of service can be enhanced toward fuller development of the whole person if some of the following avenues are explored:

1. Expand concerns to include artistic and cultural awareness programs. Become involved with community programs oriented in this direction.
2. Encourage participation in the growing concerns for volunteers in this country. If man cannot relate to his work, surely he can relate to his fellow man where there is a need.
3. Organize your efforts (whether they be softball leagues or symphony concerts) so they blend in and complement community and family relationships.

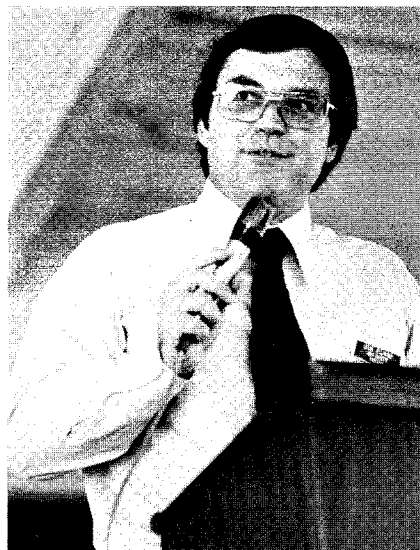
The recreation profession has so much to offer in its panorama of people-to-people relationships. It would be a crime if it did not heed the task of meeting not only the physical needs of its clients but their psychological and emotional needs as well.

However, as most recreation directors know full well, the concept of leisure in society today is rather controversial. There are those who attempt to measure leisure quantitatively to substantiate the existence of leisure in order to predict future trends, and those who measure it qualitatively taking into account human aspirations, philosophical rumination and an "over the rainbow" approach.

Taking both the qualitative and quantitative approaches, it is easy to view leisure as both a promise and a problem in modern society today. It can be ef-



By K. Nelson Butler, Ph. D.
Associate Professor
University of South Florida



Ned P. DeWitt II, President of Six Flags, Inc., explained the importance of theme parks like Six Flags. He told the crowd that this is only a 20 year old industry but it outdid professional sports in attendance last year. DeWitt was graduated from the Harvard Graduate School of Business Administration from which he holds an M.B.A. degree. Six Flags, Inc., operates more major theme amusement parks than any other company in the industry.

fectively demonstrated that Americans are spending less and less of their lives devoted to the traditional work-a-day world and an increasing interest in pursuing "the good life."

This can be substantiated with a look at the past decade.

The average American worker has gained about 50 hours a year in free time—15 hours in additional holiday time—and the balance in reduced working hours. Recently the growth in the number of vacation weeks has been nothing less than spectacular. U.S. Steel probably leads the pack, with its attractive 13-week sabbatical for the employee who has only been on the job for five years. This plan rivals, if not exceeds, the traditional university sabbatical which, oddly enough, may be on the decline. These types of developments have fostered a serious and far thinking proposal which was published in the February issue of **Esquire Magazine**, which pointed out it was not only possible but feasible for every working man and woman (including the housewife) to take **one year off** in every seven. Ken Lamott suggests in his proposal and, quoting from the *Book of Leviticus*, the Lord God Jehovah is reported to have said, "Six years thou shalt sow thy field, and six years thou shalt prune thy vineyard, and gather in the fruit thereof; but in the seventh year shall be a sabbath of rest unto the land, a sabbath for the Lord; thou shalt neither sow thy field nor prune thy vineyard." Lamott's proposal comes close to this prescription but does not require that one's mind and body lie fallow for a year. —Rather, he encourages a different activity, and a different place which he points out may be akin to the practice of crop rotation. Those who are involved in innovative planning, whether in recreation programming or production line efficiency, cannot ignore this idea.

It is not easy to ignore critics of the foregoing. For example, a distinguished professor of social science at my own institution recently published a thoughtful piece entitled, "The Myth of a Coming Age of Leisure." Dr. Henry Winthrop suggests to proponents of vastly increased leisure time, they aren't sufficiently taking into account the idea that our national needs will involve more costs in man-hours of labor—both skilled and unskilled. The manpower needs of the economy in the future, he believes, must take into consideration the costs of pollution control, depreciation, and modernization. Further, he says, not only will we be working more hours, but the prospect for leisure is diminishing instead of increasing.

I cannot disagree with the idea that, indeed, manpower needs will have to be met, but I would counter much of the concern is a matter of priority and not per force additional manpower. Moreover, aside from the fundamental disagreement of **what leisure is**, I am afraid my distinguished colleague has failed to take into account in his own thinking, the bare fact of what **is really happening** in the work force today. And that is, of course, through rescheduling of holidays, most of American business and industry is

'In gaining the entire world, Western man is losing the capacity to fantasize and celebrate festive occasions. These are essential ingredients in human existence.'

already on a four-day week for 10 percent of the year.

Coupled with this is the big swing to early retirement. RM depicted this scene in its March and April issues. Only last week (May 13, 1974) a two-page spread in the **U.S. News and World Report** indicated there has been a quadrupling of workers retiring before age 65 in the period between 1964 and '74. With such huge corporate entities as A.T.&T., General Motors, and General Electric allowing retirements, **with full pension benefits**, before 65, it is difficult to deny that these millions of workers won't have "instant leisure."

This brings us to the qualitative concern, or maybe better put is, how does the phenomenon of leisure—whether at the beginning of retirement or on the three-day weekend—contribute to the good life. Those of you who are practitioners in the field know that the "Goodlife Industry" is one of tremendous proportions and is alive and well in America. The list of goods and services found in this sector of the economy is unending. They range from snowmobiles to swimwear, from drinks consumed at a "singles bar" to a second home in the country, from needlework materials to yachting, from communion in the wilderness to post-conference junkets to Jamaica, and from ballet to boxing. The Economic Unit of **U.S. News and World Report** estimated in 1972 that during the year spending on "spare-time activities" would total \$102 billion—that's more than is spent for national defense or the construction of new homes.

Now I come to the point most dear to my concern in the field of leisure. With this affluence—and what else can \$102 billion represent in the form of expenditures on spare-time activities—what have we really bought? I don't know what we've bought and neither does anyone else in the country. The purchases have been too many, too often, and too varied. I can tell you what price we've paid though.

Part of the price is realized at the expense of some lesser developed nations of the world whose agricultural products grace our tables while many people in those countries sink deeper into poverty. A portion is paid by the oppressed who reside within the walls of their own rich nations who aren't willing to share in the plenty.

A good deal of the cost, I must admit, is borne by the prosperous Western man himself. In gaining the entire world, I'm afraid, Western man is sacrificing his soul. The costs he has incurred have taken its toll on the vital elements of his life. These elements are **fantasy**—the ability to see radically alternative lifestyles; and **festivity**—which is the capacity for an authentic and joyous celebration.

Our loss of capacity to fantasize and celebrate festive occasions: deforms man by depriving him of an essential ingredient in human existence; endangers his very survival as a species by making him provincial and less adaptive, and robs him of a crucial means of sensing his important place in fulfilling the destiny of the cosmos. The loss may be, therefore, personal, social and religious.

I would suggest to you that fantasy and festivity are essential ingredients to human life. They provide man the opportunity to form relationships to the past and the future that is not possible for other creatures in the Universe. As a matter of fact, in performing the act of festivity, whether through celebration or in the affirmation of the sheer goodness of things, man distinguishes himself as distinctly human.

The act of fantasy is also a unique human endeavor. I suppose it is possible for a dolphin to **dream** of a succulent trout for dinner. Marine scientists are beginning to tell us that the dolphin appears almost as intelligent as man. But only man can create new and innovative lifestyles, as an individual and as a species. If we think of festivity as enlarging man's experience with previous events, then surely fantasy is a way of playing that allows us to transcend the present into the future.

Neither festivity nor fantasy should be relegated to respective roles of past experiences and future events. It is entirely possible to celebrate coming events (we call them TGIF parties), the same as it is possible for our minds to revel in bygone days. Notwithstanding this clear overlapping, the art of festivity is more closely related to memory and fantasy is more akin to hope. Conjointly, they can allow a person to see himself with both an origin and a destiny.

I am fearful, however, that our ability to fantasize and our enjoyment of festivity has been dulled in contemporary society. We seem to be obsessed with the idea that we must have a good time. Yet, after all the cavorting we often ask ourselves why we even bothered.

The ambiguous feelings we exemplify reveal two things. One, we are still creatures of festivity and ritual. And two, our present day feasts and rites are in somewhat of a dire predicament. One of the reasons New Year's Eve is so important to us is that it contains both **memory** and **hope**. There is something terribly symbolic and significant about that peculiar, magical time when the old year slides away and a new one rings in.

While our festivities are still with us in various forms it seems as though our fantasies have gone further underground or, are more suppressed. Owing to the pace of everyday existence our night dreams are rapidly forgotten. And our daydreams are certainly not thoughts we share with others, however imaginative or creative they may be. Because we don't share our own, or take the time to realize we even have them, they have been subordinated to a role increasingly being taken over by the technological productivity process offered up by theme parks, commercial televi-



Crowds gathered at Six Flags Over Georgia for a southern style buffet sponsored by the park for NIRA delegates and exhibitors.

sion and the world of cinema.

However, all of the blame does not rest on the shoulders of these technicians. Rather, it stems from a far deeper malaise which we have yet to adequately understand. The decline of festivity and fantasy has its roots in the processes of industrialization and technological inventiveness. Historically, it appears that there is almost a direct correlation with the rise in sobriety and industriousness and the fall of joyful play. The work ethos simply pushed fantasy and festivity out of the way as being important aspects in the development of a culture. According to Harvey Cox, we have allowed secularism to "decimate the religious metaphors within which fantasy can roam."

Let me posit three theories forwarded by **Professor Cox** who, incidentally, is a theologian of some repute. First, man is **naturally** a creature who works and thinks but at the same time sings, dances, tells stories and prays. There is a universal characteristic of festivity in human life. Our studies in anthropology reveal no culture is without it. There is feast and harvest with the bearing seasons. Holiday celebrations have been with us since recorded man. We even make cultural distinctions based on the differences that certain societies stress during their festival making. Can't you envision future history books looking back on the year 1974 and stating the highlight of the year was reflected when man broke the bondage of his garments and the number one tune was "Don't Look Ethel."

Sadly, the development of Western man has somehow diminished our capacity for real fantasy and festivity. From both Luther and Marx comes an immense burden which has been imposed on man as worker. St. Thomas Aquinas and Descartes, with "cogito, ergo, sum" (and three hundred years of misleading philosophy thereafter) has defined man's role as thinker. Cox summed up the worker-thinker emphasis by indicating the process was, **"enforced by industrialization, ratified by philosophy, and sanctified by Christianity."**

I would suggest if man is to become fully human he must once again learn to sing and dance and dream.

The second thesis has to do with man's survival owing to the repression of festivity and fantasy. The rationale for this is obvious. We live in a changing society. Since we are in a constant state of change, it is imperative we be both adaptive and innovative. Both of these traits can be dramatically assisted by fantasy and festivity. The world of fantasy provides us the chance to go beyond the routine. Festivity, while shaking up the routine, allows us to enlarge our experiences and thereby reduce provincialism, by such means as traveling, for example.

The medical professions, particularly the field of psychiatry, has warned that the loss of a sense of time is one of the symptoms of personal deterioration. If a man has no memories or worse still, no visions of tomorrow, fits of depression are not far away. Cox draws the analogy, as many others have, "when a civilization becomes alienated from its past and cynical about its future, as Rome once did, its spiritual energy flags."

Finally, is the relationship between our capacity for fantasy and festivity and true religious significance. Obviously, the religious man is one who is in touch with the broadest horizons of the cosmos. He is more than here and now. The idea of fantasy and festivity provides him with the tangibility of evidence that he is not only human but belongs to something beyond. Take away festive occasions, take away his ability to fantasize about what he might be and he shrinks to something less than a man. It is possible that the loss of festivity and fantasy, or at least the loss of their real meaning, is part of the cause for much of what we observe as social turmoil today. The art of celebration calls for common understandings and collective hopes. In the past this was offered through religion. For hundreds of years Christianity gave our civilization not only the feast days that kept its history alive but saw to it that the images of the future sustained our expectations.

Today something is awry. Feast days take the form of "pot" parties. Christmas is little more than a family reunion and crass commercialization. Easter is ushered in as a spring fashion show, and on Thanksgiving we have no one to thank or worse yet, we thank no one.

We blame everyone—the schools, the family and most certainly the church. Challenged by modern science, industrialization, pluralism and secularization, these institutions have not yet accomplished the badly needed Renaissance many are striving for today. On the other hand, it is said that we have often adjusted too quickly to the processes of modernity. Part of that may be found in the idea that in our industrial order we have emphasized man as the highly responsible worker and husbandman. Christianity has long recognized, for example, that man is worker, toolmaker, reasoner and thinker. In doing this however, it may have failed to give some attention to other aspects of human reality which *have not* been ignored by other



Master of ceremonies at the Six Flags event was none other than the old "rebel" himself Fritz J. Merrell, Program Chairman of NIRA, and Recreation Director of Olin Corporation in Pisgah Forest, N.C.

religious traditions. This may, *indeed*, account for much of the mass adoption of Eastern philosophy and religion that is gripping contemporary America.

Depending on your perception, this situation may not seem all that bad. There **has been a sign in recent years** of the trend reversing itself. As did the Greeks—when they had the employ of slaves—our machine produced leisure has forced us to ask some very difficult questions. What is work? Who should work? How long? For what? Leisure can help man deal with these questions.

As professionals in the field of recreation, dealing with people, you have the chance to make a slice in the name of leisure—to meet man's physical, psychological, emotional and intellectual needs. □

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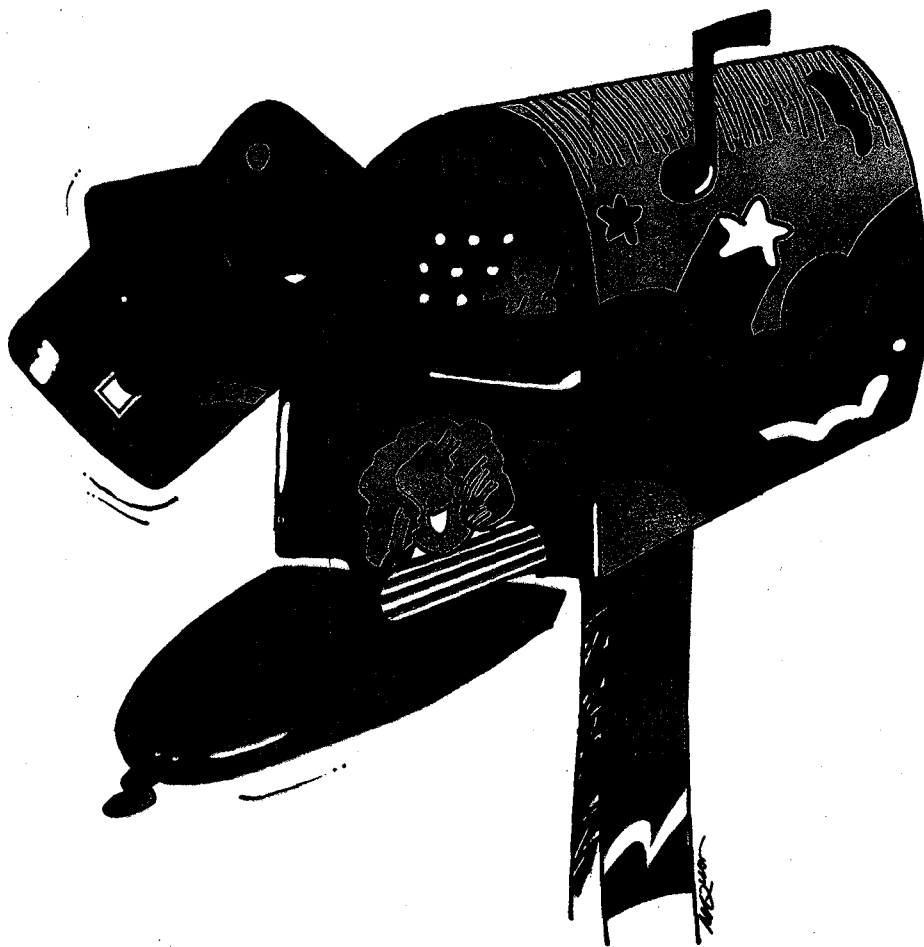
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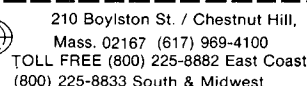
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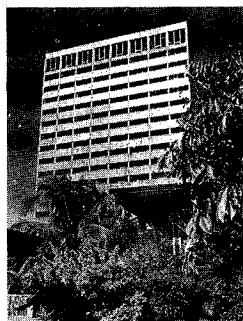
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The Art Of a Director's Effective Group Guidance

by Mel Byers
Corporate Coordinator Personnel Activities
Owens-Illinois, Inc.

EVERY individual has a strong basic need for recognition. This recognition becomes noticeable with baby's first response to attention given, regardless of the years of maturity that follow.

This presents a problem for the astute leader, especially when working with volunteer groups. As a normal, psychologically balanced individual, the director too wants and needs to be recognized, and praised.

Here a conflict of drives confronts the professional — how to obtain cooperation from the group and to give them the recognition required and, on the other hand, how to satisfy his own need for recognition.

It must be thoroughly understood that a director must forego the burning desire of self-promotion and public attention to be recognized and appreciated. As one great leader in industrial relations always stated, "The director must work from the weeds and keep out of the main stream". Recognition, praise and awards must

come to him through his immediate superiors, board of directors or top management. The echelon of command must also realize that a good program involving people and distributing considerable credits is the responsibility and handy work of the director.

A director regarded as professional in his field has learned the art of self denial for public recognition by refraining from taking the spotlight that needs to always be focused upon the volunteers working for and with him. One of the most discouraging occurrences a volunteer leader or group may face, no matter how well or poorly they performed, is to have the paid director thanked and praised for an event.

The professional must understand the precarious position he or she may fall into and must constantly be alert to avoid any act that may upstage his volunteers.

Some simple rules to follow that require considerable self discipline are:

1. Keep your mug out of photos being taken at events by local and plant news photographers — take the volunteers instead.
2. Keep your name out of the papers and news broadcasts — feature the volunteers.
3. Keep out of the mainstream of all activities you promote and be careful when participating not to assume the leadership role designed for the volunteer.
4. Make it a practice to publically credit volunteer leaders using every bit of news coverage at your command.
5. Even when it is necessary for you as a director to assume command of a situation, where the volunteer leader has failed, avoid your own credits and pass them on to one of the other volunteers.
6. At times you may be required to write the speech, give the instructions, explain the details; let it never be known that any idea was yours, give full credit to the volunteer.
7. The professional is first a psychologist, second a teacher, and third the best friend any volunteer ever had.
8. Keep your channels of communication open and your door off the hinge. Recognize that others have ideas too and be satisfied to get some of your ideas across through the volunteer as his brain child, not yours.

Not all people can adjust to this role, and those who can, have passed the test for professionalism — the one important credit to be received. **(Continued on page 15)**

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nira news

Tough competition makes successful '74 bowling contest

Tough competition highlighted the third Annual Mail-O-Graphic Bowling Tournament sponsored by NIRA in 1974. Tournament Coordinators, **Walter D. Sprangers**, Director of Recreation, and **Ken Lemmen**, Assistant Director, both of **Allen-Bradley Co.**, Milwaukee, report the results:

"Only 48 pins separated the four top teams in the Men's Division, while the Women's Division posted a record 2968 (148 pins better than in 1973). Interest in the tournament was evident; the Women's Division increased participation by 20 percent over last year, while the Men's Division participation remained about the same. Although interest was high, an earlier starting date — about the first of the year — would be preferable and would aid and abet a smoother tournament. Next

year, we hope there will be more advance notice for the participating organizations and hopefully there will be smaller teams."

In the Men's Division, competition was close with **Corning Glass**, Corning, N.Y., taking top honors with a score of 3618, and winnings of \$115, a team trophy and individual trophies.

In the Women's Division, first place, **McLean Trucking Company**, Winston-Salem, N.C., recorded a tournament high of 2968 pins. They received \$70, a team trophy and individual trophies.

Twenty-five teams in both divisions were paid prize money, resulting in a payoff of 18 percent of the entries in the Men's Division and 26 percent payoff in the Women's competition. The Men's Division winning team was paid an amount 23 times its original prize money entry and the Women's winning team was paid 14 times its entry. (Payoffs are determined by the number of entries per division.)

Dofasco coaches, managers honored at banquet

Murray Dick of Dominion Foundries and Steel, Limited, in Hamilton, Ontario, Canada, came up with the idea of hosting a stag party for coaches and managers of recreation programs for children of Dofasco employees. There are some 15 to 20 teams in baseball and 26 or 28 teams in hockey.

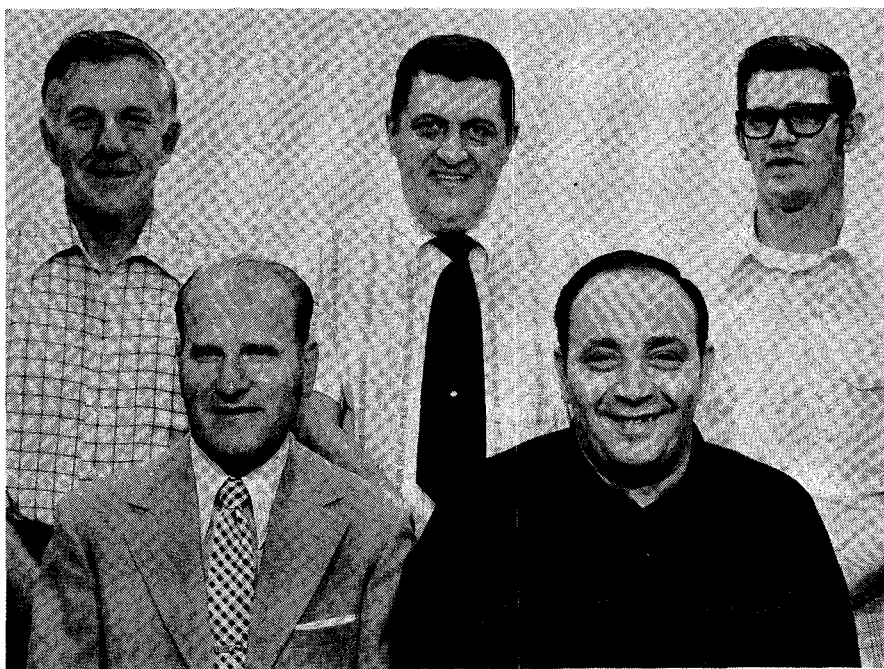
An invitation is sent to all coaches and managers who are brought together and feted at an "Appreciation" banquet held at one of the local golf and country clubs.

Two interns join NIRA staff

Edward R. Kuhlmann and **Robert Kuikman** have joined the NIRA staff as interns for 10 weeks. They were selected on the basis of scholastic achievement, interest in industrial recreation and upon recommendation of their department Chairman.

Kuhlmann, a graduate of Western Illinois University, holds several honors in the field of recreation. He is President of the University's Park and Recreation Society and served as its Vice President. This year he was appointed Chairman of the Campus Promotion Committee for the University's Camping and Outdoor Show. He was graduated last month with a B.S. degree in recreation; business minor.

Kuikman attended Western Illinois University where he majored in recreation and park administration and minored in business administration. He just received his bachelor of science degree. He is a member of the Illinois Park and Recreation Society and was also a member of the 1971-72 and 1972-73 intramural champions at Western.



Winners in the Men's Bowling Competition from **Corning Glass**, Corning, N.Y., are (standing, from left) **Andrew Zadany**, **Donald Nissen** and **Robert Davies**, and (seated, from left) **John Kostolansky** and **Dominic Lisi**.

Indoor Winter Clambake?

by Charles Hamilton

Charles Hamilton is manager of the IBM Club at the IBM Corporation facility in East Fishkill, New York. He joined IBM in 1955, and has been associated with IBM Clubs at Kingston, N. Y., and East Fishkill since 1957.

After 17 years in the recreation business, I thought I'd heard everything, but when I heard someone had suggested that the IBM Club hold an indoor winter clambake, I knew we were onto something good.

The first one was scheduled for March 3, 1973. I had no trouble convincing our cafeteria staff to try it. They are always ready for a new challenge and, as a result, we present many of our activities in the three cafeterias on the East Fishkill site.

After a great deal of planning, we posted invitations to the clambake on our bulletin boards. Within a short time, more than 600 people were signed up.

That year's event included a noon buffet (hot dogs, hamburgers, and sausage, pepper, and onion sandwiches) followed by entertainment, then the main bake (clams, chicken, corn on the cob). Clams on the half shell and chowder were served all day.

The occasion was such a success that we decided to make it an annual affair. This year's clambake—held on March 16 and featuring a St. Patrick's Day theme—was equally popular. (In honor of St. Pat, the clams shared the limelight with corned beef and cabbage.)

The entertainment included Irish folk songs and dances, Charlie Chaplin movies, ping pong games, and pie eating contests.

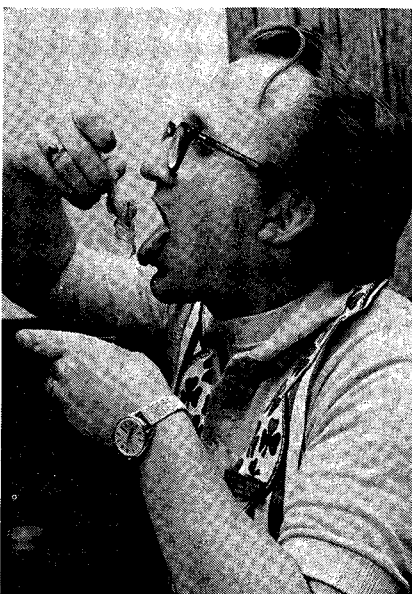
The cafeteria staff and IBM Club volunteers did most of the work.

The only "outsider" was a professional caterer, who handled the raw clams.

If the idea of an indoor St. Patrick's Day clambake sounds a bit far out, all I can say is, try it. You can't miss. □



This youngster's eyes may have been bigger than his stomach.



If St. Pat had been smart, he'd have concentrated on the clams and left the snakes alone.

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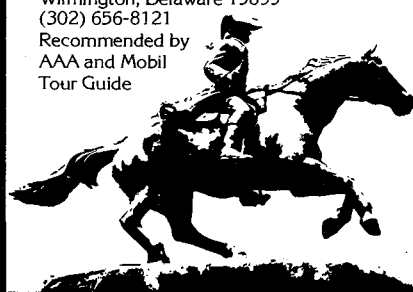
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associate profile

Louisville — a multi-faceted city

Louisvillians have long been aware of the features that make their area unique — palatial architecture in Old Louisville, leisurely cruises on an authentic stern-wheeler, extensive parklands and the world-famous Kentucky Derby with its 10 day festival.

More and more visitors are also becoming enchanted with the centrally located city. Families and groups alike are enjoying its museums, Churchill Downs, and early-19th century homes; discovering through plant tours the products for which the city is famous — baseball bats, bourbon, cigarettes, appliances and braille books; and leaving reluctantly with the lingering taste of local specialties like country ham and red eye gravy, chocolate chip pie and mint juleps.

Most tourists turn to the Louisville Visitors Bureau for an introduction to this multi-faceted city. They find that the receptionists at Founders Square, the downtown information center, answer their questions about attractions including the open-air **River City Mall**, the **Riverfront Plaza**, and **My Old Kentucky Home** and **"The Stephen Foster Story"** outdoor drama in nearby Bardstown.

The receptionists are trained to help visitors plan a pleasurable stay in Louisville with a variety of brochures. Besides a general pamphlet with an attractions map, there are leaflets on the city's renowned arts groups, Thoroughbred and Saddlebred horse farms, plant and walking tours, horse racing at the three local tracks, calendars of events and the Visitors Bureau's guided sight-seeing tour. Leaving from and returning to Founders Square, the three-hour tour encompasses a thorough cross-section of this mellow city.

For further information about travel opportunities in Louisville, contact the Louisville Visitors Bureau, Founders Square, Louisville, Kentucky 40202.



Louisville Visitors Bureau
FOUNDERS SQUARE / LOUISVILLE, KENTUCKY 40202 / AREA 502 583-3377

Walt Disney's Magic Kingdom Club

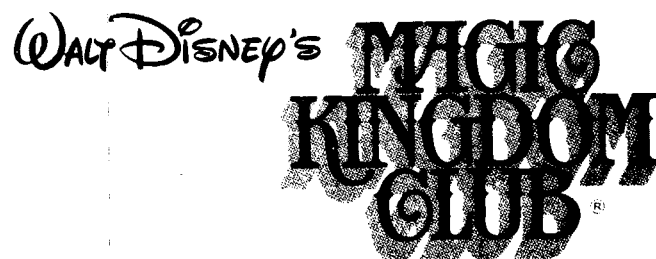
With the simultaneous introduction of an exciting new nationwide benefit and a **two-year** membership card, Walt Disney's MAGIC KINGDOM CLUB enters its 17th year of providing special values and benefits to 4,000,000 members in over 10,000 Chapters across the country.

The Magic Kingdom Club continues to expand its benefits and programs on two levels: Individual and Corporate. The most recent individual benefit to be introduced is a 10 percent lodging discount at participating **Howard Johnson's** Motor Lodges nationwide. Other benefits of membership include the traditional MKC extra value ticket books at Disneyland and Walt Disney World, special vacation plans at both Disney destinations and golf and camping programs at Walt Disney World. In addition, the Club has just established two **Travel Centers** offering personalized vacation and travel experiences for the entire family. Likewise, corporate benefits are on the increase, and now include group travel programs in conjunction with the Walt Disney Travel Co., Walt Disney 16mm film series, and an exciting new merchandise and trophy line.

The new **two-year** membership cards will be easier to administer for participating corporations and organizations as they will have an extended life, with expirations on a rotating basis. To be distributed with each new card is a full-color Membership Guide which will carry the message of MKC benefits and programs to each member.

With particular emphasis on growth in the **northeastern** area (over 2,000 chapters at present), the Magic Kingdom Club is dedicated to developing an increasing number of special values, programs and benefits for its chapters in participating corporations and organizations.

For more information or a membership application, please write on your company letterhead to: Magic Kingdom Club Headquarters, 1313 Harbor Blvd., Anaheim, CA 92803, (714) 533-4456.



associate profile



Charter flights: the traveler's route to convenience, variety and economy

Since the early Sixties, charter air service has developed into a viable new transportation mode for both scheduled and supplemental air carriers. Travelers in groups or as individuals are increasingly looking upon air charters as the most convenient, economical means to reach a wide variety of destinations throughout the world.

World Airways, with 1973 revenues of approximately \$97 million, is the largest of the eight supplemental airlines operating out of the United States. World is one of two U.S. supplementals with worldwide operating authority. In terms of aircraft operated, flight crews, crew training and food service, the larger U.S. supplemental airlines are identical to airlines offering scheduled air services.

Economy is perhaps the most compelling reason for the popularity of charter flights. Fares charged for scheduled air service are based on the average number of passengers carried on an airline's flights. Charter fares are based on each passenger's proportionate share of the cost of operating a fully-loaded plane.

For example, World's new Boeing 747C superjets carry a full load of 461 passengers. Each passenger pays his share. Over the same route, a scheduled airline might carry an average number of passengers equivalent to 50 or 55 per cent of its plane's capacity. The passengers must make-up the difference.

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1. Pro Rata (Affinity) Charter. This is composed of at least 40 bona fide members of an organization like a service group, church fraternal, or professional society which has not been organized just for the purpose of travel. Persons participating in the charter must have been members of the organization for at least six months. The club is responsible for selling the charter to its own members. The group may charter a full plane load or may share the plane with other groups of at least 40 persons or more.

2. Single Entity Charter. The organization pays the cost of a charter for its own use.

3. Travel Group Charter. Generally available through travel agents, these charters, composed of 40 or more persons, do not require a group affiliation. Reservations and partial fare deposits must be made at least 90 days prior to departure. Unless the plane is at least 80 per cent full, the trip will be postponed or cancelled and the fare deposits will be refunded.

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4. Inclusive Tour Charters. These so-called "packaged vacations" are arranged by large travel firms which charter the plane, arrange hotel and ground travel accommodations and meals. The tour price, including air travel and accommodations, must be at least 110 per cent of the lowest scheduled airline fare over the same route at the same time of the year. Each ITC must be reviewed by the Civil Aeronautics Board and the airline to guarantee the reputation, financial soundness and procedures of the tour operator.

The Super Parks — Ideal for Family Fun

At these parks, the family can get out and do things together, a necessity today in our fast-changing society where the family structure seems to be somewhat threatened

by John Hildebrandt
Cedar Point Amusement Land

Every summer fathers all over the United States of America lose hair (which they can usually ill afford to lose) and sleep trying to pick out holiday, weekend, or vacation activities that will have some appeal for everyone in the family. Company and group recreation directors are faced with similar problems as they try to plan activities that will appeal to all employees or members — and their families.

The truth is people disagree about the best way to have fun as much as they disagree about other things. Families are comprised of individuals of varying ages and everyone has personal preferences as far as vacation spots are concerned. Individual family members often complain, "We never do anything together!" — but Dad is not keen on rock concerts any more than Daughter is wild about duck hunting, and Mom likes to browse in shops and go to auctions while Young Son is liable to contort his face like a chimpanzee if asked to go along. In the America of 1974 many families do not even eat their meals together, much less relax and have fun as a family unit.

Yet summer is a traditional time for families to get out and do things together. With the traditional family hard put to keep itself in one piece in our fast-changing society, it is more important than ever for families to spend recreation time together — summer, winter, spring, and fall.

Active participation in recreational activities (which includes travel) is directly related to a family being close-knit, a University of Southern California graduate student has found in a research study.

Peggy McDowell Cramer, a Ph.D. candidate, gathered

data by sending 350 questionnaires based on a random sample to a cross-section of families living in the Los Angeles area.

From her findings, she asserts that active participation in recreation activities was definitely related to family cohesion, and the actual participation itself seemed to be the crucial factor to the relationship, regardless of whether a sport was played individually or together as a family.

But are there places that have appeal to all age groups? all personality types? all types of families?

One solution is to plan a trip to a Super Park. What exactly is a "Super Park?" A short listing can provide some pretty good clues: **Walt Disney World**, **Cedar Point Amusement Land**, **Six Flags** (Missouri, Texas and Georgia), **Sea World** (California, Florida, Ohio), **Busch Gardens** and **Forest Trails**. The list is far from complete; in fact, new Super Parks are in the planning stages — or are actually under construction — all over the United States. (For example, a huge recreation center called Odyssey 2000 is being built right now outside Indianapolis.) It is a safe bet that most Americans live within a day's drive of a Super Park.

All Super Parks are the lineal descendants of the great amusement parks of the early 1900's, e.g. Coney Island in New York City, and the great traveling circuses. By the time of World War II both had fallen on hard times. Credit Disneyland (now almost 20 years old) for bringing the family amusement center back up to snuff and for setting the whole Super Park phenomenon into motion.

The Super Park philosophy is a simple one: offer the public just about everything in good taste you can think of — and up the ante, both in quality and quantity, every chance you get. Super Parks are geared toward pleasing families. Facilities are clean, employees are well trained and personable. Diversity is the key. Although each park accents a different theme (rides, sea-life exhibits, history, the environment), there is something for everyone and there is something everyone can do and enjoy.

Most parks try to find a balance between traditional amusement park rides and attractions that are more educational, historical, or leisure-oriented in nature. Most, however, lean one way or another. **Cedar Point Amusement Land**, on the south shore of Lake Erie in Sandusky, Ohio, is by far the best ride park in the country, boasting the highest ride capacity — 86,000 rides per

hour — of any park in the world. **Walt Disney World** is an extravaganza of castles, boat rides, live entertainment and educational exhibits.

Some parks are more properly termed theme parks because everything in them, from food to rides to merchandise, has been put in to accent a particular theme or themes. **Sea World** parks are a prime example, where everything revolves around marine life and water shows. Safari parks, while not really Super Parks themselves, are often themed areas within a larger park. An example would be **Lion Country Safari** at Kings Island outside of Cincinnati, where 600 African animals roam free on a 125 acre tract. The trip is made by monorail.

But so far it's been all talk and no action. Let's put a typical American family through their paces at a Super Park, say **Cedar Point Amusement Land**.

Mom balks at roller coasters. She'll ride them in heaven (maybe), but not while she's at Cedar Point. She likes to poke about in shops and she loves craft goods; she collects candles. Johnny, 13, who has brought his cousin Roger along (also 13), thinks roller coasters were made in heaven. Dad is a history buff. Peggy, only 7, wants only to see animals and eat ice cream and go to Kiddieland.

The family decides to take in the main midway first. Johnny and Roger ride the Blue Streak roller coaster, the Jumbo Jet, the Wildcat, the Trabant, the Dodgems, etc. all morning. Mom and Dad take Peggy over to Kiddieland and then step into Sealand, a marine aquarium, where Peggy can ogle over 200 marine and fresh-water specimens. At noon the family meets back at the main entrance and takes the Sky Ride lift down to the end of the main midway. They head straight for the Red Garter Saloon where they munch Western hero sandwiches and watch a live show featuring banjo players and an Old West saloon-style female vocalist.

After lunch there is the journey down Frontier Trail, Cedar Point's crafts area. Mom is fascinated as she strolls from shop to shop watching everything from wood-carving to spinning and weaving. At the Candle Shop Mom feasts her eyes on dozens of beautiful original hand-painted candles and watches as craftsmen design and decorate them. Mom takes Peggy into the Folk Toy Shop and they watch together as a woman dressed in frontier calico turns corn husks into charming dolls. Meanwhile, Dad is taking Johnny and Roger on a tour of Fort Sandusky, a replica of an English fort built near Sandusky and destroyed during the Pontiac Conspiracy in 1761.

Back together, the family stops off at the Pet Farm on Frontier Trail. Now little Peggy is in heaven. She feeds gooslings and ducklings and pets kid goats and lambs.

Next is Frontiertown. Johnny and Roger head immediately for the Cedar Creek Mine Ride to get "thrilled." Against his better judgement, Dad agrees to go along. After a fast and furious ride, Dad leads the whole group through the Town Hall Museum, a collection of Americana from the 1880-1920 era. Mom and Peggy then light out for the Frontier Carousel. Next stop is the Antique Cars, a ride the family can enjoy together.

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Then it's to the Golden Palace for some cool drinks and another live show. Bowls of hot popcorn. Peanut shells on the floor. Dad falls in love with one of the pretty girl dancers.

There are three ways to get to Frontiertown and three ways back: Frontier Trail, the Frontier Lift, or the Cedar Point & Lake Railroad. Dad stops for the railroad and the family is treated to a ride on an authentic narrow gauge steam railroad. Their locomotive is the Maud L, built in the early 1900's to haul sugar cane on a Louisiana plantation.

Hopping off the train back at the midway, everyone hops on over to the Giant Wheel, the largest Ferris wheel in North America. It's 148 feet high; but it's gentle, the whole family can sit comfortably in one car, and the view of Cedar Point, Sandusky Bay, and Lake Erie is magnificent.

Next is a stop at Jungle Larry's African Safari. Peggy is in heaven again as she watches trained lion acts and sees a chimpanzee riding a llama a la Roy Rogers on Triger.

It's time for supper. Mom suggests the Marina Steak House down in the heart of Cedar Point's 1000-boat marina — lake sunset, good food, and the chance to relax and watch the boats come and go.

After dinner, the family takes a boat ride on a paddle wheel boat of the Western Cruise, a journey through lagoons into the Old Northwest Territory complete with French forts, cannon fire, and Indian attacks.

The rest of the evening is spent playing arcade games,

watching Johnny and Roger get thrilled on all the rides they missed that morning, and visiting shops. Peggy gets her ice cream from the Ice Cream Parlor. Dad wins her a big cuddly facsimile of Spot by knocking down milk bottles with a baseball.

By the time the park is ready to close up shop for the day, so are Mom, Dad, Johnny, Roger, and Peggy. It's been a day filled with color, excitement, and novelty. Everyone has done something or seen something that holds a special personal meaning — yet the family has spent the day together. The memory of the day is one that can be shared at dinner some dreary January Sunday; it can be shared in pictures, in home movies, in talks with relatives and friends, in items purchased as souvenirs. The day has been a family experience. Everyone is a bit tired, maybe a touch sunburned — but happy.

No one denies the importance of keeping the family together, and no one denies the fact that often it's not easy to do (especially when it comes to recreation); places like Cedar Point believe in the first statement and do their best to belie the latter.

Far be it that Cedar Point is the only Super Park or the only place for good old-fashioned family fun. With some changes in script and scenery, our family's day could be repeated at any one of a dozen places. At Kings Island Johnny and Roger would get their share of coaster thrills on the Twin Racers. At Sea World the family would enjoy a day of aquatic acts featuring dolphins and whales and water skiers. Six Flags Over

Group tours take on a special meaning...

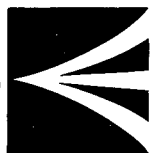
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Texas, near Dallas, has six themed areas with rides, educational and historical attractions, and food from Mexico, Spain, Texas, the Confederacy, France, and the U.S.A. Walt Disney World in Orlando has the famous Jungle River Cruise through Adventureland to delight the family, and, of course, Cinderella Castle. At Carowinds on the N. Carolina/S. Carolina border, Dad could learn about Carolina history.

Super Parks are ideal for family fun. They offer an opportunity for families — or groups of families — to spend time together in an atmosphere that is entertaining, wholesome, educational, clean, and FUN. □



Most of the Super Parks have amusements and rides, like Cedar Point of Ohio which has 86,000 rides per hour.

Editorial continued . . .

(from page 4)

Let me emphasize the importance of the professional association's role, such as NIRA's, in taking up the void of recognition its members live with day to day. Here is the golden opportunity to give credits in a professional manner that will benefit members and not be harmful to his volunteer group.

The role of the director is not always understood even by his own management or association, therefore, the selection and placement process is not declared sufficiently for guidance in employing the right person for this job. Here again, the professional organization representing the profession must be called upon to supply these requisitions.

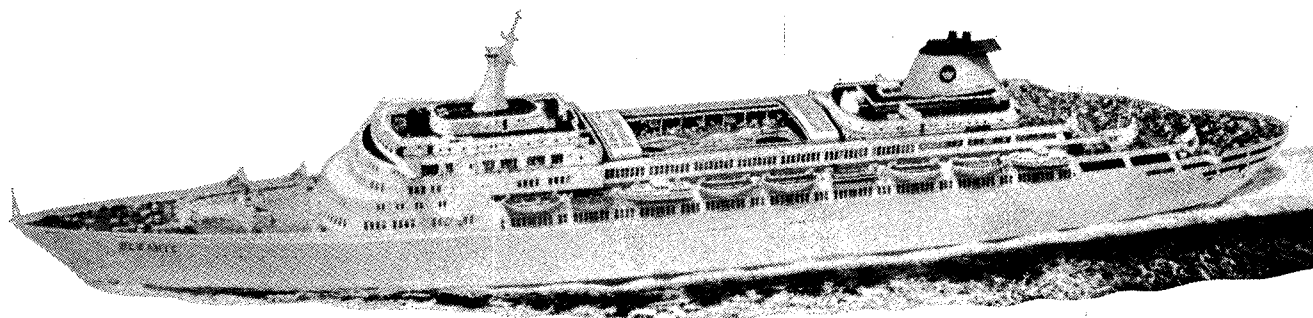
All recognition given by the director to his volunteers, the management to the director, or the professional association to its professional members, must be directed upstairs. Compliments are much sweeter when they filter from a higher command down through the management channels. As one fellow said when he received a direct compliment about how proficient he was, "I know that, tell my boss, that's where it may do me some good". □

Paul Byers



Six Flags Splashdown — Guests at Six Flags Parks come out laughing, and slightly wet, at the end of an exciting ride on one of the theme park's popular Log Roll.

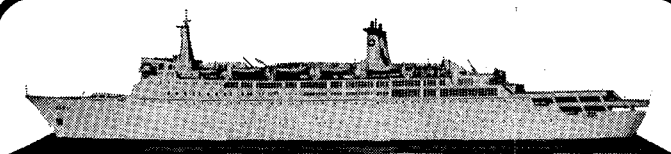
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A comprehensive listing of
places to go and ways to get there—the
companies specializing in employee travel

September, 1974

About NIRA's new Travel Services Directory ...

NIRA President Miles M. Carter, CIRA, Recreation Director, McLean Trucking Co.: "This directory is the only comprehensive listing of those companies serving the industrial travel field, comprised of the leading suppliers. We urge you to give them strong consideration in making your next travel purchase or when needing information about group travel. Please respond to their interest in NIRA by giving them your **first** consideration in all planning or buying situations. The directory I feel is an excellent guide not only for those recreation directors who have been planning group travel programs for years, but for the recreation director who is first implementing a company group travel program. A recreation director who has limited experience in group travel, will find he will rely on the sources listed to supply him with much-needed travel information and in putting him on the right track in starting an effective and successful travel program."

• • •

CIRA Mel Byers, a NIRA Vice President, Owens-Illinois, Inc.: "The percentage of employee group and family individual travel has been constantly increasing over the years, and today in those companies offering travel and resort opportunities, the activity has become number one in participation. However, to set up a travel program requires a great deal of expertise and many factors must be taken into consideration. We in NIRA are fortunate in having a number of excellent tour travel and resort businesses and corporations working with and for us which provide special services and rates to benefit our member company employees. Most of them are listed in the following directory. This is why it may be of considerable importance to you when developing or expanding the travel phase of your recreation program. Each of the companies listed is willing to work with you. Take advantage of their services, we know they will be most cooperative and you will enjoy the results."

• • •

CIRA and President-elect William B. DeCarlo, Xerox Corporation: "I think the travel services directory is an excellent resource and invaluable tool in providing our members with a list of travel services. I plan to use the directory and I hope you will too. Only by utilizing the services and products of our Associate Members and Advertisers in RM, can we expect NIRA to grow. Through these listings, as NIRA members, you can expect the best service, advice and group travel prices available."

• • •

NIRA Board Member Richard Brown, Recreation Director, Texas Instruments, and Troy Mauldin, Director of the TI Travel Program: "The Texins Association group travel program was initiated in 1966 when 210 Texas Instruments employees and their family members went on a group travel program to Jamaica. Today, we are providing travel service to 1,200 to 1,500 employees and their families yearly. Certainly, a great deal of direction can be obtained from the various facets of the travel industry listed in this directory. We plan to contact some of the companies listed, and suggest you do the same."

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NATIONAL INDUSTRIAL RECREATION ASSOCIATION

Suite 2020, 20 N. Wacker Drive
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Phone 312/346-7575 or 263-6713

Save time;

Virtually all of the companies listed in this directory have literature available for you and your employees. If you would like information from any of these companies; or information on any specific travel programs or problems, just fill in this sheet, place it in an envelope addressed to National Industrial Recreation Association, 20 N. Wacker Drive, Chicago, Illinois 60606 and drop it in the mail. We'll do the rest!



I NEED MORE INFORMATION ON...

Cut and Mail to NIRA

September 74 Travel Services Inquiry: _____

Company

Name Title

Address

Zip

Group travel: some facts and figures

IN THE Great Group Travel Destinations listing on pages 34 and 35, RM presents a picture of some popular group spots for company employees. The places listed are known to NIRA members and RM staff as offering outstanding facilities and services for groups.

The list is a fallible selection, a sampling to suggest the great diversity of group travel spots. Any list maker runs the risk that some of his or her choices may not coincide with yours or that an unforgivable omission may occur. Please let us know if we have left anything out!

What indeed was our criterion? RM called a number of company members to find out various statistics about their travel programs. In addition, a travel survey was disseminated among NIRA members. We found out various statistics about our members' travel programs such as, Who travels most — men or women? How many retirees? How many executives? In what income brackets, and so forth?

Based on the interviews, those who travel most, it was revealed, are people in the 45 to 60 year age category, 75 percent of whom are women, for the most part, single. The reasons seem to reflect the fact that people in this age bracket have all their children out of school and can now afford to spend their extra money on travel and vacations. Single women, especially, who only have themselves to support, seem to save a good deal of their salaries to spend on travel. Only 1/2 of 1 percent (in most companies), are single men, and very few of them participate in group travel programs.

Only 2 percent of those who participate in employee travel programs are people under age 45 or are

retired. One of the reasons few young couples participate is their limited financial situation — usually they are saving their extra money for their children. Most of those traveling, who are under 45, are couples where both the wife and husband are working. Consequently, they have a combined income — more money to spend on themselves.

Based on salaries, very few who make more than \$20,000 a year will participate in group travel — they like to travel on their own because they enjoy special treatment and can afford it. An exception are the wives of executives who may travel with the group. Because they are on their own, the group affords them security.

Group tours, it was discovered, must comply with the amounts of money the people who participate in the travel programs make. For those in the \$6,000 to \$8,000 a year range, they can afford very little, and consequently prefer the weekend trips close to home. Those making more money — especially the college educated employees, prefer all types of tours here and abroad, special interest tours and unusual types of programs.

In addition, the travel programs for those in the lower income brackets of the company hierarchy, need more help from the travel agent. They have traveled less, as a rule, and need more preliminary help. They need to know how to get a passport; what to take on the trip, and all the details usually common knowledge among experienced travelers.

It was noted that there is always a fatality in group travel. After a company employee has participated in a group tour more than three times, he will, as a rule, not participate again. He becomes a proficient traveler.

If the trends in your travel programs seem to differ from these facts and figures, let your RM editor know, and we'll be delighted to publish any information you provide.

Thus, on the following pages, Great Group Travel Destinations. □



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Airline
Of Switzerland**

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for
**EMPLOYEE
RECREATION
CLUBS**

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for travel to
Switzerland and beyond.

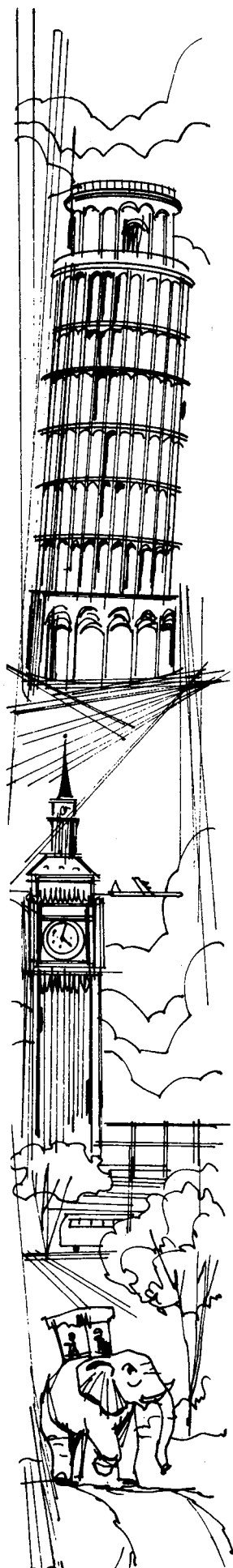
WRITE OR CALL



Fred Waldhorn,
Group Specialist
608 Fifth Avenue
New York, N.Y. 10020
(212) 262-2041

GREAT GROUP TRAVEL

What makes a great group travel destination for their selections. Obviously, many of the



A. INTERNATIONAL TRAVEL

Cities

Rio de Janeiro
Paris
London
Tokyo
Montego Bay
Acapulco
Costa Del Sol/
Madrid
Geneva
Rome
Toronto
Innsbrook/
Munich/Lucerne
Nova Scotia
San Juan

Countries, regions Islands

Majorca
Canary Islands
Ireland
Portugal
Aruba
Greece
French Riviera
Bermuda

B. RETIRED EMPLOYEE TOURS

(mostly by bus or fly/drive)

Cities

San Francisco
Quebec
Niagara Falls
Washington, D.C.
Mardi Gras Tours
(New Orleans)
Newport, R.I.
Montreal

Countries, regions Islands

Hawaii
Mexico
Italy/
Switzerland/Spain
California
Caribbean Cruise
New England
bus tour
Classical
European tour
Canadian Rockies
Expos
National Parks
New York Weekends
Pennsylvania
Dutch Country

E. GENERAL DOMESTIC

Las Vegas
Hawaii
New York City
New Orleans
Niagara Falls
Louisville
California Coast
Pennsylvania Dutch
Country
Florida Goldcoast
New England
Poconos

*Golf Destinations

Lake Lawn Lodge Ramada
& Country Club
Delavan, Wisc.
Sheridan French
Lick, French Lick,
Indiana
Sea Pines Hotel
& Country Club
Hilton Head, S.C.
Walt Disney World
Golf Course,
Orlando, Fla.
Del Monte Hyatt House
and Golf Course
Monterey, Ca.

Quality Inns Mid Pines
Club-Resort, Southern
Pines, N.C.
Dorado del Mar Hotel &
Country Club, Dorado,
Puerto Rico
Runaway Bay Hotel &
Runaway Bay, Jamaica
Sheraton Kannapali
Beach & Country Club
Maui, Hawaii
Hotel Hershey,
Hershey, Pa.
Hilton Myrtle Beach Hotel
Myrtle Beach, N.C.

TRAVEL DESTINATIONS

ation? RM asked a variety of NIRA members
ings are transferable from one category to another.

C. FAMILY VACATIONS

Tour of Golden West National Parks
Disneyland/Disney World (Florida Circle Bus Tour)
Grand Canyon and Southwestern United States (Camping-bus)
Six Flags Parks
Sea World Parks
Cedar Point Amusement Land
Busch Gardens
Lion County Safari
Forest Trails Wild West
Williamsburg
Silver Dollar City, Ozarks
The Smokies
Cape Cod
Montreal — Expo, La Ronde Amusement Park
Hershey Park

D. OFF-THE-BEATEN-PATH TOURS

Schooner trips
African Safaris
Covered Wagon Trips
Colorado River Trips
Iron Curtain Countries
Scandinavian Countries
European Castle Tours
New Zealand/Australia
Russia
Alaska

F. SPECIAL INTEREST

*Skiing-Rockies/Utah
Skiing-Austria/Switzerland
Canadian Fishing
Holy Land Tour
*Golf tours
*Tennis tours
Caribbean Cruises
European Dining Tour
Schooner Sailing
European Wine Tasting
London/Canadian Theater Tour
Seattle Expo
Train Tours
Dude Ranches
Mini Boat Cruises
Fall Foliage Tours

***Tennis Destinations**
Water Island Colony & Beach Club
St. Thomas, V.I.
The Mount Washington
Bretton Woods, N.H.
Pheasant Run Resort
St. Charles, Ill.

***Skiing Destinations**
Park City Resort
Condominiums
Park City, Utah

Port St. Lucy Hilton Inn & Country Club
Port St. Lucy, Fla.
Saw Mill Creek
Huron, Ohio
Pheasant Run Resort
St. Charles, Ill.
Cerromar Beach Hotel and Golf Club
Orlando, Puerto Rico
El Conquistador/San Juan Hotel and Country Club
Las Croabas, Puerto Rico
Orlando Beach Hotel and Country Club
Orlando, Puerto Rico



company profile

'Games' State Farm Insurance Employees Play

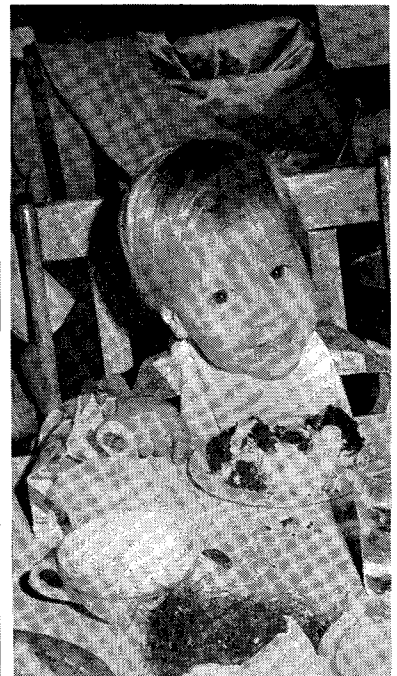
There is something for the traveler, the competitive, the studious, the social and the culturally minded.

by Lillian Lockenvitz
Activities Coordinator

Learning how to canoe on the company's lake are these children of State Farm employees who are enrolled in the Day Camp program.



"Hamming" it up is this son of a State Farmer seen at the annual Easter Ham Dinner.



Winter time or any time means travel time for State Farm employees, who go on myriad group tours each year. Here a group is seen on a ski trip in Switzerland this year.



At a State Farm Children's Christmas Party, one of the children of a company employee poses with Santa.

OVER 3,200 employee members, 14 board members, 50 representatives, and two fulltime staff members, — these are the essential ingredients of the State Farm Employees Activities association. But that's not all. SFEA also involves planning, organization, cooperation, record-keeping, a spirit of fun and a lot of imagination.

This mixture produces a wide range of leisure activities that offers something for everyone:

For the traveler — long-weekend or week-long trips to Jamaica or Las Vegas, Spain or Switzerland.

For the competitive — bowling, softball and volleyball leagues, tennis and bridge tournaments, basketball and golf.

For the studious — 242 courses offered in conjunction with the community adult education program, ranging from gardening to principles of data processing.

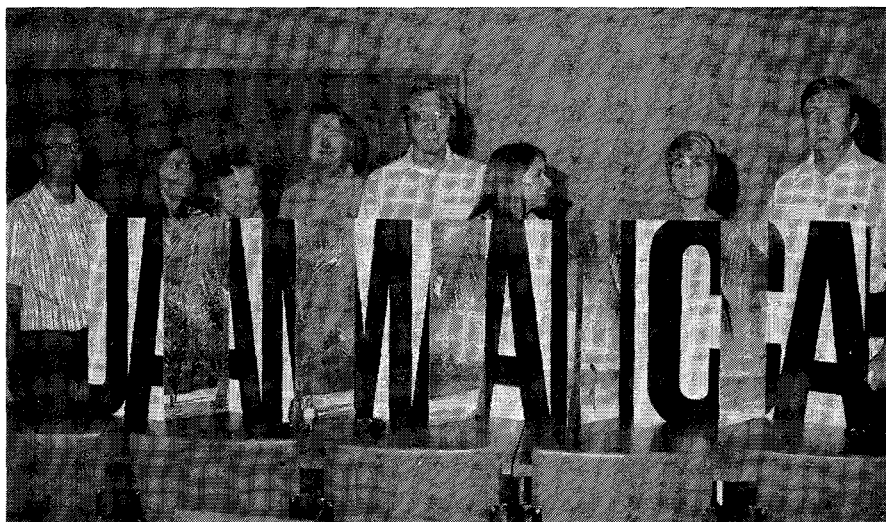
For the adventurous — bus trips (17 in 1973) to ball games, plays, state parks, ski resorts. And, for the very adventurous, a surprise bus trip each year. Employees and guests on this trip aren't told their destination even after they board the busses.

For the social — dances, dinners, parties, playdays.

For the cultural — University theater, symphony, dinner theater.

Events range in complexity from drawing for turkeys at Thanksgiving and Christmas to a day-long family playday including breakfast, lunch and planned activities for 2,500 . . . in age appeal from the kiddies Christmas and Easter parties to monthly get-togethers for retirees . . . in cost of participation from nothing for drawings and contests to \$424 for a 7-day vacation in Hawaii.

Employees who really want to get away from it all have responded enthusiastically to the travel program initiated in 1968. Though SFEA doesn't subsidize any of the expense for these long-distance jaunts, employees are able to take advantage of large-group rates offered by tour companies. And Activities distributes specially-prepared brochures and schedules a



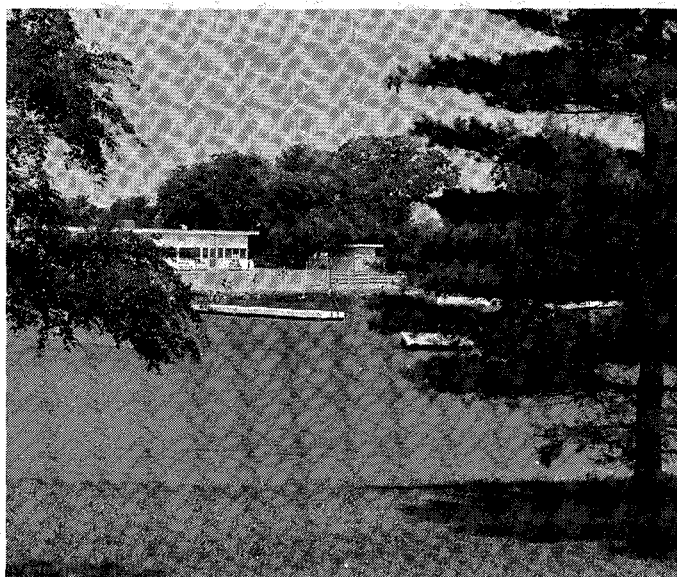
State Farmers get ready to depart for trip to Jamaica.

tour night. Those interested in a trip can see a film about the destination and ask questions of the tour host before making reservations. Trips are announced several months in advance. "We learned at the outset to give at least six months notice for the big trips," confides Lil Lockenvitz, Activities Coordinator. "People need enough warning to save vacation time and money for them."

All this and more is available for a \$2-a-year family membership fee

and moderate charges for special events. The balance of SFEA's budget comes from proceeds from office vending machines and a company contribution based on the number of employees at each location.

SFEA was incorporated in 1947, with organizational assistance from NIRA, to coordinate activities for employees of State Farm Insurance Companies in Bloomington, Ill. Before that time, outings such as potluck picnics and golf tournaments



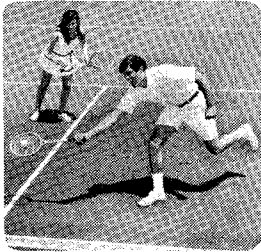
State Farm Park is a 33-acre retreat for all who join the Employees Recreation Association for a mere \$2 annually.

a Super Place



Golf. Tennis.

Horseback riding, Swimming, Fishing, Water Skiing, Sailing, Hunting.



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9 Meeting Rooms

groups of 25 to 1500.

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The Savannah Inn and Country Club is waiting for you. Here is one of the most unique resorts in America today. Located on a beautiful island just down river from Savannah, Georgia. For golfers, the finest 18-hole championship course in the South. Ideal for a super convention with all the trimmings. Don't forget your tennis racket. But, most important of all - SUNSHINE ALL YEAR 'ROUND!



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AND COUNTRY CLUB

612 WILMINGTON ISLAND ROAD, SAVANNAH, GEORGIA 31404

were planned by individual departments or employees with common interests. Men's Playday, for example, was organized by the claims department in the early 1930's and is still an annual event.

The Association's goal has always been to offer employees activities they want. Responsibility for realizing this goal rests with the Board of Directors, elected annually by SFEA members. They meet regularly to discuss suggestions, decide what new events should be added, and decide which should be discontinued because of waning popularity. Staff members don't vote, but are available for advice and assistance; they are responsible for maintaining records and general administrative tasks.

Decisions made by the board are translated into action by various committee chairmen and by the 50 SFEA representatives, one for each area of State Farm's four buildings in Bloomington. Representatives distribute publicity fliers, sell tickets, and relay suggestions from their area to the board.

SFEA's greatest asset — besides enthusiastic, active members — is a 33-acre park at the south edge of town. The park, purchased in 1949, is the site of many SFEA summer programs — playdays, tennis lessons and tournaments, suppers, swim team and day camp. Every year more than 600 children from 6 to 14 enjoy the eight-week day camp program which offers each child one full day of swimming, crafts, games, canoeing each week, plus an additional swim lesson.

In addition to these planned activities, the park's swimming and fishing lakes, wading pool, playground, beachhouse and court and picnic areas are available to all employees (including those not members of SFEA) and their families and guests.

For those who want to swim indoors year-round, SFEA members may join a community club with indoor pool and ice skating rink for \$36 a year, half the regular fee.

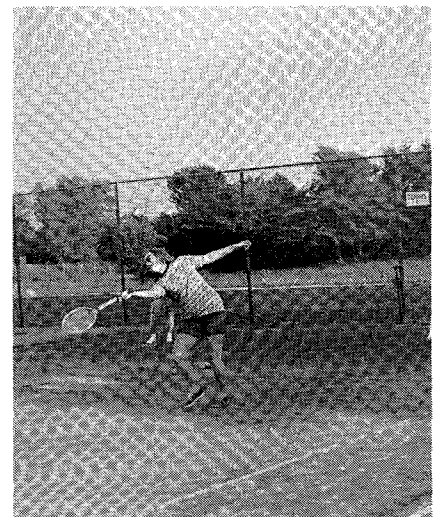
Though the basic purpose of

SFEA remains constant — to provide State Farm's employees with opportunities for wholesome leisure fun — the program of events is constantly changing. **Julius Alexander, Board President**, puts it this way: "We want to stay loose, to be flexible and really respond to members' interests."

And SFEA's three Helms Awards for an outstanding program indicate it's doing just that. □



A respite from the work-a-day routine finds these State Farmers on an employees recreation association sponsored camping trip.



About to win this set of tennis is an employee who plays on one of the company's 10 tennis courts.

news in brief

National hobby month to kick off in October

National Hobby Month is scheduled to kickoff next month.

Honorary Co-Chairpersons of the event are, **Dr. Joyce Brothers**, psychologist, and **Benjamin Bailar**, Senior Assistant Postmaster General of the United States., both of whom are hobbyists.

A hobbyist may find through flying model planes, sailing radio-controlled boats, model rocketry, model car racing or building a model railroad, enjoyment, creative fulfillment, relaxation and entertainment that brings the entire family together.

According to **Richard Falk**, President of the Hobby Industry Association of America, "In 1974 we project that total retail sales of hobby products will be more than \$1.2 billion."

He adds, "People are discovering that working with their hands — as well as their minds — gives their lives an added dimension. Hobbies are economical too. The price of a kit lasts a lot longer than a ticket to the movies or a ballgame. In addition, it gives many hours of enjoyment and can often lead to a career."

AP, MAP, EP what's it mean?

Sets of initials you frequently see on hotel price lists — MAP (Modified American Plan), for example, indicates how many meals, if any, are included in the quoted cost.

American Plan (AP), sometimes called full American Plan, means that the room rate also covers the price of three meals a day. When you're planning a vacation at any AP resort, you'll know exactly what to budget for your lodging and meals; everything is lumped together in one price tag.

MAP differs from the full American Plan because it entitles you to only two meals: breakfast and one other meal, usually dinner.

Continental Plan (CP) is the easiest designation to remember, and the most logical, because it includes only the room plus a continental breakfast — toast or rolls and coffee.

European Plan (EP), on the other hand, often confuses people because first, it's an American term many Europeans have never heard of, and second, it refers to the type of hotel rates Americans are most accustomed to — a price that pays for nothing but the room; no meals.

When listings include prices with no initials attached, it's European Plan; room only.

U.S. leisure market in 1980

A U.S. firm has made a projection of leisure expenditure in 1980. For this purpose, expenditure was broken down into three categories as reported by the Union International of Official Travel Organizations.

- Spending on sedentary pursuits (radio, television, records, magazines, newspapers, cinema, etc.): \$55,000 million;
- Spending on semi-active leisure pursuits and those involving moderate activity (holiday and recreation travel in the U.S. and abroad, buying of second homes): \$98,000 million;
- Spending on active leisure pursuits (sports equipment and use of recreation facilities): \$37,000 million.

This gives a total expenditure on leisure activities of \$180,000 million by 1980.

National effort launched to save Monday holidays

Conservation of energy, reduced highway deaths and a rise in visits to national memorials and veterans hospitals were cited as positive results of the three-year-old Monday holiday laws now under attack in Congress.

A national meeting of associations, business and labor met in Washington recently, called by the Discover America Travel Organization, in response to efforts to alter the 1968 Uniform Monday Holiday Act. This moved the celebration of Memorial Day, Washington's Birthday, Columbus Day and Veterans Day to a Monday.

During the meeting, it was reported that the Monday holidays have reduced traffic deaths and have acted as a catalyst in energy conservation efforts by closing factories on weekends rather than during the middle of the week.

Tips for travelers

Money Changing. The eternal problem of changing money in foreign lands has a new helper. An item called the **Wadington International Currency Converter** is available as a pocket slide chart. The manufacturer claims it is quick, accurate and remains current. The converter has been programmed to accommodate every rate of exchange fluctuation. The current rate to be applied can be supplied by a local banker, travel agent or hotel cashier. It is then a matter of following the instructions, using the example on the slide of the calculator. The converter also provides a list of many frequently used words and phrases translated into eight different languages, a graphic illustration giving the present time around the world, marine measure translation from the U.S. system to the metric system, 35 different metric conversions and 31 currencies by name and country.

travel spotlight

by
Arnold H. Light
Director of Marketing
Worldways Travel Corporation

HAWAII

Why Recreational Organizations Keep Returning

THE answer lies in the "Spirit of Aloha". Each year, Hawaii is a different world. A world of Polynesia. People. Places. Participation. And most important, a feeling of community.

The allure and the enchantment are all there. What makes Hawaii so successful are the valued professional travel people who serve and graciously cater to groups. Can you think of a better way to arrive at a faraway land than being greeted with a smile, a kiss and a fresh flower lei? It just doesn't happen any other place on earth.

Most travel organizations in Hawaii, serving recreational groups, are totally aware that the hard-working employees of America's great corporations have worked a full year to enjoy their well-deserved rest in "Paradise." And they're not about to disappoint anyone. Each member of a recreational group is cared for every inch of the way by the good Hawaii travel agent. Finding such an agent is not a hit or miss

situation. He must be a reliable, resourceful entrepreneur who takes as much pride in his work as his own family.

The total service concept is the code that has guided the travel industry in Hawaii to its present popularity, and has been dubbed by many Recreation Employee Managers as America's Playground in Paradise.

Hawaiians have never been ones to sit by themselves and meditate. As the South Pacific's most gregarious people, they have been encouraging groups of visitors ever since the American flag was raised over Iolani Palace a century ago.

In fact, no other destination caters so enthusiastically to recreational groups as does Hawaii. It has become the place to do things together, party-style, and the local travel folks spend long hours dreaming up new, special events for groups to enjoy in ways that are uniquely Hawaiian.

Take the 150-members of a recent

employee group who were promised a "surprise" finale to their one-week stay in Waikiki. Hawaiian imagination went to work, and had them sail off in the moonlight on a giant catamaran.

They were treated to a lavish feast, all the "Mai Tais" they could drink, and rousing songs and dances of Polynesia. Then, at midnight, a fleet of outrigger canoes raced from shore, the native crew holding high blazing torches. With the catamaran, beautiful Hawaiian gals boarded the vessel and distributed leis and kisses generously to the passengers. Suddenly, a mock volcano — specially built for this one-time spectacular — blew its top in a startling "eruption" display against the night sky.

The very nature of Hawaiian music and dance is an invitation for everyone to join the hula line and shake and wiggle to the tune of "Keep Your Eyes On The Hands!"

There's a variety of night life for everyone's taste. From Tommy

Sands' "Waikiki After Dark Night Club Tour" to a swinging discotheque in a leading plush hotel.

No trip to Hawaii is complete without a **Luau**. They are simply giant parties. A memorable experience that every member of your group will remember for a lifetime.

Sightseeing abounds on all of the islands of Hawaii. Tours are easily arranged by chartered air-conditioned, well-kept motorcoaches.

Getting to Hawaii is not expensive, contrary to popular belief. Promotional Group Inclusive Tour fares (GIT) and Inclusive Tour Basing fares (ITB) have put Hawaii within the reach of the lowest to the highest paid employee in most companies. Greater savings are also available for groups of 40 or more, based on affinity charters that are offered through mainland tour operators. One caution — make sure the tour operator you select has its own full staff in Hawaii and is not subcontracting to two or three other suppliers. For your complete protection, he should be bonded. Very few are. Your travel agent will be able to tell you which operators offer affinity charter programs for your qualified recreational clubs. Because of the variety of programs offered, it's difficult to pinpoint exact costs. However, as a guide for 1975, planning, you should expect to pay anywhere from \$400 up from the East Coast, \$350 up from the Midwest, and \$279 up from the West Coast for a

first rate trip using a scheduled airline, a beachfront hotel and a well-known tour operator.

In selecting a hotel, savings can be achieved by using the smart Hawaiian operator who contracts for space from the leading hotels on a 52-week basis. As a result, room rates are kept reasonable and your employees reap the benefits. After all, you're where you are to help keep the cost of an employee recreational trip down.

The island of **Oahu** (where Waikiki Beach is located) means "The Gathering Place." And Recreational Groups have made this, the most populated island (80 percent of Hawaii's population lives there,) "The Meeting Place" of American corporations. From downtown **Honolulu**, bustling commercial capitol of the Pacific, to the tranquility of **Makaha Valley** . . . from the miles of pineapple fields to the beaches and nightlife of glittering **Waikiki** . . . **Oahu** is where Hawaii's action is.

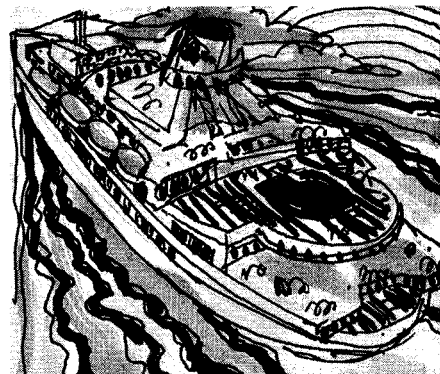
Now you know why recreational organizations keep coming back to Hawaii. Hawaii is one of the few places in the world which really delivers what the colorful brochures promise. You will never be disappointed. It's guaranteed to make your first or your 10th annual employee trip a success. And as you board your jet for the trip back home amid the sunsplashed isles, afloat in a coral sea, you'll hear **A hui hau kaua** (until we meet again). **Aloha.** □



Free Kodak Hula Show, Waikiki — Visitors photograph scenes like these during free outdoor hula shows especially set up for camera fans on Waikiki beach. Shows are staged by Kodak, Hawaii, and film is sold on the site. (A Hawaii Visitors Bureau Photo.)

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Norwegian America Line—Prestige cruises from North America, world-wide (represented in Miami and Toronto only).

Orient Overseas Line—Economical First Class cruise and cargo line sailings to the Orient and round-the-world (not represented on West Coast).

Sitmar Cruises—Two luxurious vessels on short (7/14) day cruises from North America, and two similar vessels cruising from Australia and England. Excellent group and convention facilities (not represented in Los Angeles).

Shaw Savill Line—One-class tourist liners cruising from Australia and UK, providing a wide range of accommodation (not represented in New York or Canada).

Union Castle Line & Safmarine—Regular cruises between England and South Africa with large, modern vessels.



Have your travel agent call for information, quotation, and reservations:

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• Name _____

• Company _____

• Address _____

• City _____ State _____

• Phone _____ Zip _____

• Please forward details to our travel agent/broker:

• Name _____

•••••

NIRA 1974-5

TRAVEL INFORMATION SERVICE

As an aid to travel club officers and recreation administrators, RM briefly outlines travel destinations and special interest trips. Indicate your interests on the reply card, tear it out, and mail it to us. RM will see

that you receive further details. If you are interested in an area not profiled here, indicate that area in the space provided on the card.

International Travel

CARIBBEAN CARNIVAL

Beachcombing or nightclubbing — in Jamaica, Puerto Rico, and the Virgin Islands. I-1.

SOUTH AMERICAN SOJOURN

Brazil, Argentina, Columbia, Peru, Venezuela, Excitement and fire of the Latin is mixed with the serenity of the early Inca civilization ruins. I-2.

MEXICO

The charm of Taxco, the elegance of Acapulco, the cosmopolitan aura of Mexico City are close to home but worlds away in atmosphere. I-3.

CANADA

Rough it in the north woods or swing in the sophisticated atmosphere of our northern neighbor's larger cities. I-4.

AUSTRALIA - NEW ZEALAND - SOUTH PACIFIC

Australia, land of the koala bear, kangaroo, and boomerang. The unmatched beauty of New Zealand. Polynesian dances and water sports in Tahiti, Samoa, Bora Bora. I-5.

THE FAR EAST

Japan, Hong Kong, China, Thailand, Korea. The Orient offers many possibilities and attractions, from Tokyo to Bangkok . . . to Peking. I-6.

THE MIDDLE EAST

Israel, Egypt, Jordan, Lebanon, Iran. Cradle of civilization. Attractions from the Nile to the oil fields to the Israelite kibbutzim. I-7.

INDIA - PAKISTAN - BENGLA DESH

Explore the mysteries of the subcontinent. Everything from temples to elephants. I-8.

GREECE - GREEK ISLES - TURKEY

Here western civilization began. History abounds from Athens to Istanbul. Cruise the beautiful Greek coastal islands. I-9.

EUROPEAN TOUR

Two weeks or more. A must for the first-time traveler to Europe. Highlights from London to Paris to the Rhineland or as you like it. I-10.

FRANCE - SWITZERLAND

From Paris and all its glamor to Geneva and the Alps. I-11.

ITALY

Music and art lovers revel in cities like Milan and Florence, and everyone loves Rome. I-12.

GERMANY - AUSTRIA

From Berlin to Vienna, visitors will find an abundance of music, art and friendly hospitality. I-13.

NETHERLANDS- HOLLAND-BELGIUM- LUXEMBOURG

From land reclaimed from the sea to fine lace to one of the world's smallest countries, it's a trip you'll remember. I-14.

SCANDINAVIA

Norway, Sweden, Denmark, Oslo, Stockholm, Copenhagen, all the exciting northern cities. Good food and good scenery abound. I-15.

RUSSIA- EASTERN EUROPE

Beautiful scenery, a different culture and life style are waiting for you to explore in these far-away lands. I-16.

SPAIN - PORTUGAL

From warm, sunny beaches to the excitement of the bullfight, the price is right. I-17.

AFRICA

North Africa, Safari Country, South Africa. An immense country with many different cultures and ways of living. Lots to see in both scenery and wildlife. I-18.

BRITISH ISLES

England, Scotland, Ireland. Land of history and birthplace of our culture. No language barrier here, just lots of friendly people. I-19.

LONDON

See England's capital and most historic city. Sightsee or swing from Westminster Abbey to internationally known night-spots. I-20.

Domestic Travel

YANKEE COUNTRY

Maine, Massachusetts, Connecticut, Vermont, New Hampshire and Rhode Island provide historic shrines, year 'round sportsmen's paradise, unique side trips to Newport's stately mansions and authentic Americana for antique buffs. **D-1.**

NEW YORK — CITY AND STATE

Plays, restaurants, shops, cultural sites, United Nations are a few of the city's attractions — but the Empire State has much else to offer, too, with Niagara Falls, the Catskills, West Point, many vineyards and wineries. **D-2.**

WASHINGTON, D.C.

Our capital city and its environs offer the excitement of government-in-action in Congress visitors' galleries and White House tour. Take thrilling side trips to Mount Vernon, the Naval Academy and Arlington. **D-3.**

OUR COLONIAL HERITAGE

Rich in history are Virginia, Delaware, Maryland and Pennsylvania. "Must" stops include restored village of Williamsburg, Yorktown, Gettysburg, Amish and Pennsylvania Dutch country, Independence Hall. **D-4.**

Special Interest Tours

Most companies have ready-made groups for which special trips, domestic or international, can be arranged. To receive information on travel for a special interest group, indicate which type trip you are interested in.

Theater Dance Tour	S1
Art Festival Tour	S2
Holy Land Tour	S3
Photo Tour	S4
Hunting Tour	S5
Fishing Tours	S6
Safari	S7
Ski Tours	S8
Golf Tours	S9

SOUTHERN HOSPITALITY

The best of the Old South lives on in Georgia, Mississippi, Alabama — plus new sea coast resorts on the Gulf coast shores for fun and games! **D-5.**

FLORIDA ESCAPE

Jet-away to sun and fun in the state with much to offer — beautiful beaches, exciting cities, historic sites, everything imaginable in outdoor recreation. Disneyworld. **D-6.**

MID-CONTINENT, U.S.A.

From the quiet beauty of a Minnesota lake, to the bustling excitement of the nation's Second City, to the thrill of following the Lincoln Heritage Trail — the central states offer a wide variety of entertainment to travelers. **D-7.**

ROCKY MOUNTAIN COUNTRY

Any season is the right one to visit Colorado, Idaho or Utah. Spectacular scenery, out-of-this-world skiing, trail-riding, shooting the rapids, keep visitors out-of-doors all year 'round. **D-8.**

A PLACE IN THE SUN

Arizona offers golf, swimming, the charm of Scottsdale, the grandeur of

The Canyon and side trips to any of 19 Indian reservations. **D-9.**

WHERE THE ACTION IS!

In Nevada, of course — but there's more to it than the thrills of Las Vegas. Wise tourists also visit Hoover Dam, Lake Mead and Fire State Park. **D-10.**

CALIFORNIA — A COASTAL INTERLUDE

From the world's most perfect climate at San Diego, north through Disneyland, Knott's Berry Farm, Hollywood, San Simeon, Big Sur country, Monterey, to exotic San Francisco — no time to be bored on a trip like this! **D-11.**

THE 49TH STATE

Travel by ship or plane, but plan to spend part of next summer in Alaska in the heady atmosphere of America's last frontier. **D-12.**

"ALOHA"...

means hello or goodbye in Hawaii — and a lot of things in between. Visit one island or four major ones. Stopovers in San Francisco can be arranged also. **D-13.**

TRAVEL INFORMATION SERVICE

9/74

Yes, I am interested in destinations listed above. Please send me complete information about them.

To: ROBERT ANDERSEN
NIRA INFORMATION SERVICE
20 N. Wacker Dr.
Chicago, Ill. 60606



ITEM(S) _____

Name _____ Title _____

Company _____

Address _____

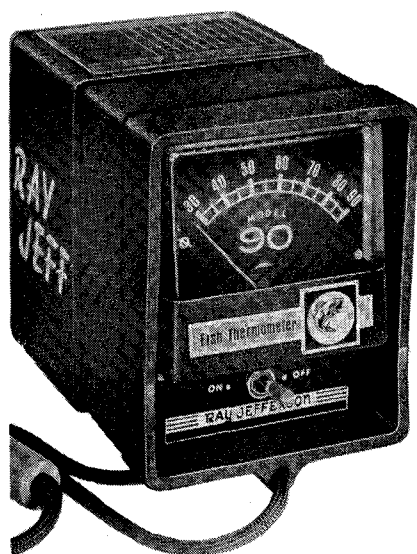
City _____ State _____ Zip _____

No. of Employees _____

Telephone Number and area code _____

(specify by letter and number)

new products



1. Fish thermometer

Fish are extremely sensitive to the temperatures of the water in which they dwell, and part of the secret of successful fishing is finding the precise depth where water temperature appeals to them. This fishing thermometer, is a battery operated unit with an electronic thermometer and visual depth measuring instrument that gives readings of depth and temperature down to 100 feet. The unit reads temperature from 30 to 90 degrees F, goes from one extreme to the other in seconds and is easy to operate. The fisherman turns the unit on and lowers the temperature probe and cable into the water.

The model operates off one 9V transistor type battery with snap terminals. It is compact, precision made and weighs less than one pound.

2. Water-activated hand warmer

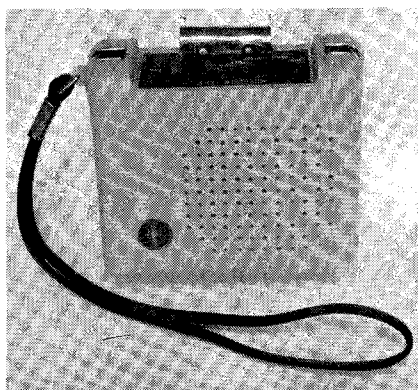
With this water-activated hand warmer, there's no fuel, no fire, just lots of heat. Simply add 2 teaspoons

of water (or melted snow) and in minutes you'll have 150 degrees of hand warming heat for more than six hours. The hand warmers will heat for a total of 80 to 100 hours before a replacement heating unit is needed. All units are safe and easy to operate.



3. Mosquito chaser

An electronic Mosquito Chaser which operates on batteries has been introduced. It broadcasts the beep-sound of a male mosquito. Since only female mosquitos bite and only during the period when she is carrying her eggs, she is repelled by the male mosquito (who



does not bite). Therefore, his sound keeps her three to five feet away from the wearer of the Electronic Mosquito Chaser. It is lightweight and can be clipped to a belt or other clothing.

4. Fun-mobile uses no gas

The latest gas-saving vehicle on the market is a four-wheel bicycle that seats two and sports an attractive, durable polystyrene body. The vehicle is equipped with a three-speed, floor-mounted transmission and features a classic design with removable roof for use as either a hardtop or convertible.

It is easy to drive for anyone who knows how to peddle a bike and is perfect for exercising, taking a non-polluting, gas-saving ride. It can travel up to 12 mph and has a small rear luggage compartment for carrying items.

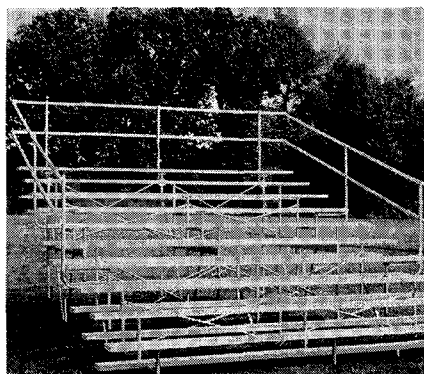
The rugged polystyrene body exhibits excellent temperature and weather resistance as well as superior resistance to impact.

5. All metal bleachers

A new line of "cool" bleachers has been introduced, made of metal. One has five rows of seating without guard rails and the other has 10 or 15 rows with guard rails. All units are 15 feet in length.

Seats and footboards are made of aluminum and are splinter free and cool to the touch, even under a blazing summer sun. The seats are supported by vertical columns made from high-strength structural tubing and the footboards by horizontal members of structural steel angle. All frames are electrically welded to form an integral unit.

The bleachers will support a live load of not less than 120 pounds per square foot of horizontal projection. Each seat row is eight inches above the preceding row and 17 inches above its corresponding footboard.



6. Slo-Rol Carpet

Slo-Rol Carpet makes almost any spot a practice putting area. It offers nine feet of putting surface and is made of deep fiber nap that repeats true turf conditions and has a tapered edge. It slows down the ball similar to a regular putting green. It has two putting holes to shoot for at the inclined end.



7. Easy-to-wear bike bag

This new, easy-to-wear bike bag with school, team or club designs, is made of corduroy weavy cotton. It is 14 inches by 14 inches and may carry your club's or company's insignia. When the bag is full, adjustable web shoulder straps securely close the top.



8. Ski surface for indoors, outdoors

Flexibility is the highlight of this ski-surface from Britain which is suitable for beginners and professionals. It can be laid simply on all kinds of surfaces, indoors or out and when used at the bottom of a snow slope, will make it possible to ski later in the season and provide a safety net in areas where the snow melts early or starts late.

It is made of tri-hexagonal modules fastened together by a unique interlocking system.

The plastic used in the construction is a light stabilized polythylene which does not age or become brittle if exposed to sunlight. It is

unaffected by atmospheric conditions or changes in temperature.

To give the slope a natural built-in slipperiness and to avoid the need for silicone waxes on skis, a slip additive has been incorporated.

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Model 500 Insect Fogger

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Dealer Inquiries Invited

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8

☐ Please enroll me as a new subscriber to R/M. (One year—\$5; two years—\$8; three years—\$10)

☐ Please send more information on NIRA membership (specify 'company', 'associate', 'individual' or 'student').

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

SEND COUPON IN ENVELOPE TO:

National Sales Director, NIRA, 20 N. Wacker Dr., Chicago, Ill. 60606

washington scene

by John G. Tutko, CIRA

Chief

Headquarters

United States Air Force

Recreation Services

Directorate, Administrative Services

Senate

Okays Covered

Recreation

Facilities

A bill has been approved by the Senate which has been referred to the House Subcommittee on National Parks and Recreation, calling for a state to use up to 25 percent of its LCFW (Land and Water Conservation Fund) allocation to enclose facilities for what would normally be an outdoor recreation activity, according to the **NRPA: Washington Action Report**. If it becomes law, the money is expected to be used primarily to enclose swimming pools, ice rinks and tennis courts.

National

Hobby Month

A joint resolution is pending before the House authorizing and requesting President Nixon to proclaim October, 1974, as "Hobby Month". It states that the Hobby Industry Association of America will lead in October a nationwide effort to encourage the understanding of meaningful hobbies through schools, companies, public libraries, youth and senior citizens groups.

Historic Guide

Bicentennial: A Guide to Historic Places of the American Revolution has been published by the National Park Service. It contains a state-by-state description of historic sites, a chronological listing of political and military events of the American Revolution and a series of government-published books, and other materials concerning the period. Price of the **Guide** is \$1.90, available from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

• • •

This column is designed to bring our readers up-to-date information on legislation and "goings on" in Washington which could have far-reaching effects on our industrial recreation programs. Since it is a new column, we welcome your comments, and invite our readers to supply us with pertinent information.

names in the news



Larry Deal, Sr., Manager, Employee and Community Relations, General Motors Corporation, Dayton, has announced he will retire some time this year. Deal has been a member of NIRA for more than 32 years during which time he has served seven years on the Board; three years as Vice President, Membership, was

President elect from 1965-66, and was President from 1966-67.

Tom Sharritt has been promoted to Manager of Group Sales, Tour Development, Walt Disney World, Orlando, Fla., and the Walt Disney Magic Kingdom Club. Prior to this, he served as Manager of only the Magic Kingdom Club.



CIRA Frank DeLuca, the **Company Director of Management Services Avco Lycoming**, Stratford, Conn., was recently inducted into the Hall of Fame of the Amateur Softball Association. He is only the second slow-pitch softball pitcher ever selected for the honor. Frank, who retired from an active player's role in

1970, helped Lycoming teams capture six state and two national industrial championships during his 13-year career. He compiled a lifetime pitching record (slow-pitch) record of 737 victories against only 121 losses. He also hit a respectable 484.

John Meyer, **NIRA Treasurer and Director of Recreation of Motorola, Inc.**, announces that Motorola sold its T.V. Division to Quasar. As a result, John moved his offices from Franklin Park, Ill., to Schaumburg, Ill., where he will maintain his post as Recreation Director.

Hank Mitchell, John's former assistant, took over the new recreation program at Quasar and stayed at the Franklin Park location.

Gene Miller, **Recreation Director of Michigan Bell Telephone Co.**, is singing today "The One That Got Away". Miller, who is Chairman of the 1974 NIRA Fishing Contest, recently almost caught a 20 pound fish at Bass Wood Lake in Canada. He fought with the fish for more than 20 minutes, and just before he landed the fish in the boat, it broke off Miller's line. □

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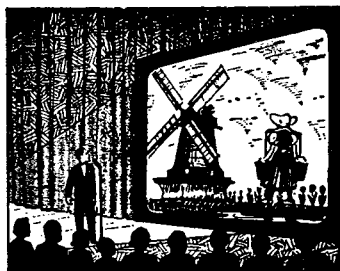
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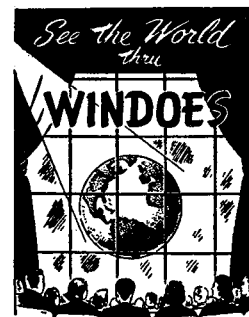
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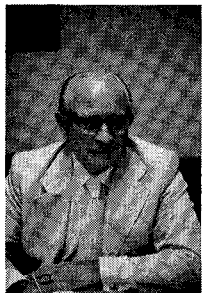
William B. DeCarlo, Manager of Employee Recreation Services at Xerox-Rochester, has been elected president-elect of the National Industrial Recreation Association (NIRA).

William B. DeCarlo of Xerox holds the following degrees: a B.S. in Recreation Education from the State University of New York; an MS in Recreation & Park Administration from the University of Illinois; and took courses toward a Ph.D in Recreation & Park Administration from the University of Maryland.

At the present time he is a faculty member of the State University of New York at Brockport, and as manager of Employee Recreation Services, Xerox-Rochester, is responsible for the management of 6 professional recreation and four clerical support people involved in supervision and direction of a broad spectrum of physical and social recreation programs for Xerox employees and their families.

As president-elect, DeCarlo plans to concentrate on serving the interests and needs of both large and small industries as they relate to industrial recreation and to make a concerted effort in improving program services to all of our members.

DeCarlo has been recipient of a President's Citation from the State of Maryland Recreation and Park Society in recognition of his presidency of the society, and a citation for being vice president of the New York Society. He is currently a Fellow Member of the New York Society.



Arthur L. Conrad, has been re-elected to the post of Vice President of Public Relations of the National Industrial Recreation Association. Conrad is Vice President of Personnel and Public Relations for Flick-Reedy Corporation, Bensenville, Ill.

During the period of Conrad's supervision of Flick-Reedy's recreation program, the company has five times won the Helms-Citizens Savings Award for outstanding recreational programs for companies with fewer than 1000 employees. Its most recent Helms-Citizens Savings Award came to the company during the recent conference. Under Conrad's direction, the company has also won four NIRA "Certificates of Excellence" for specific programs. Again, the most recent was received at the Atlanta conference. This one was for Flick-Reedy's community service program.

During the Atlanta conference, Conrad served as presiding officer for NIRA's annual "Employer of the Year" luncheon, which saw Earl T. Groves, president and treasurer of Groves Thread Company, Gastonia, N.C., named to that honor. Conrad also chaired a meeting on evaluation and planning for Recreation Management.

Conrad joined Flick-Reedy in 1956 as Director and Public Relations Counsel, becoming vice-president in 1963. For his work in safety education he was named "Man of the Year" by Chicago's Civitan Club and while a member of the Board of Directors of the Greater Northwest Citizen's Traffic Safety Council was cited as "Man of the Year" in 1961.

Conrad is a graduate of the University of Notre Dame and holds a master's degree in education from DePaul University, and a doctor's degree in jurisprudence from Loyola.

FEO releases leisure-recreation study

The Federal Energy Office recently released a report entitled, "Sensitivity of the Leisure-Recreation Industry to the Energy Crisis," prepared during two-weeks in January. The 50-page study defines the leisure-recreation industry as "all firms and organizations providing goods and services to individuals engaged in leisure and recreational activities," except business travelers and those provided by the oil industry and public carriers. The L/R industry is broken down into 10 sections, and each is analyzed as to its individual characteristics and relative energy sensitivity."

The report concludes that the L/R industry accounts for between \$60 and \$125 billion of personal consumption expenditures and employs 10 to 15 percent of the labor force. Moreover, certain sectors, such as spectator sports and snowmobiling are affected to a relatively small degree by the energy shortage, while others, such as boating, travel and recreational vehicles, are adversely affected to a major degree.

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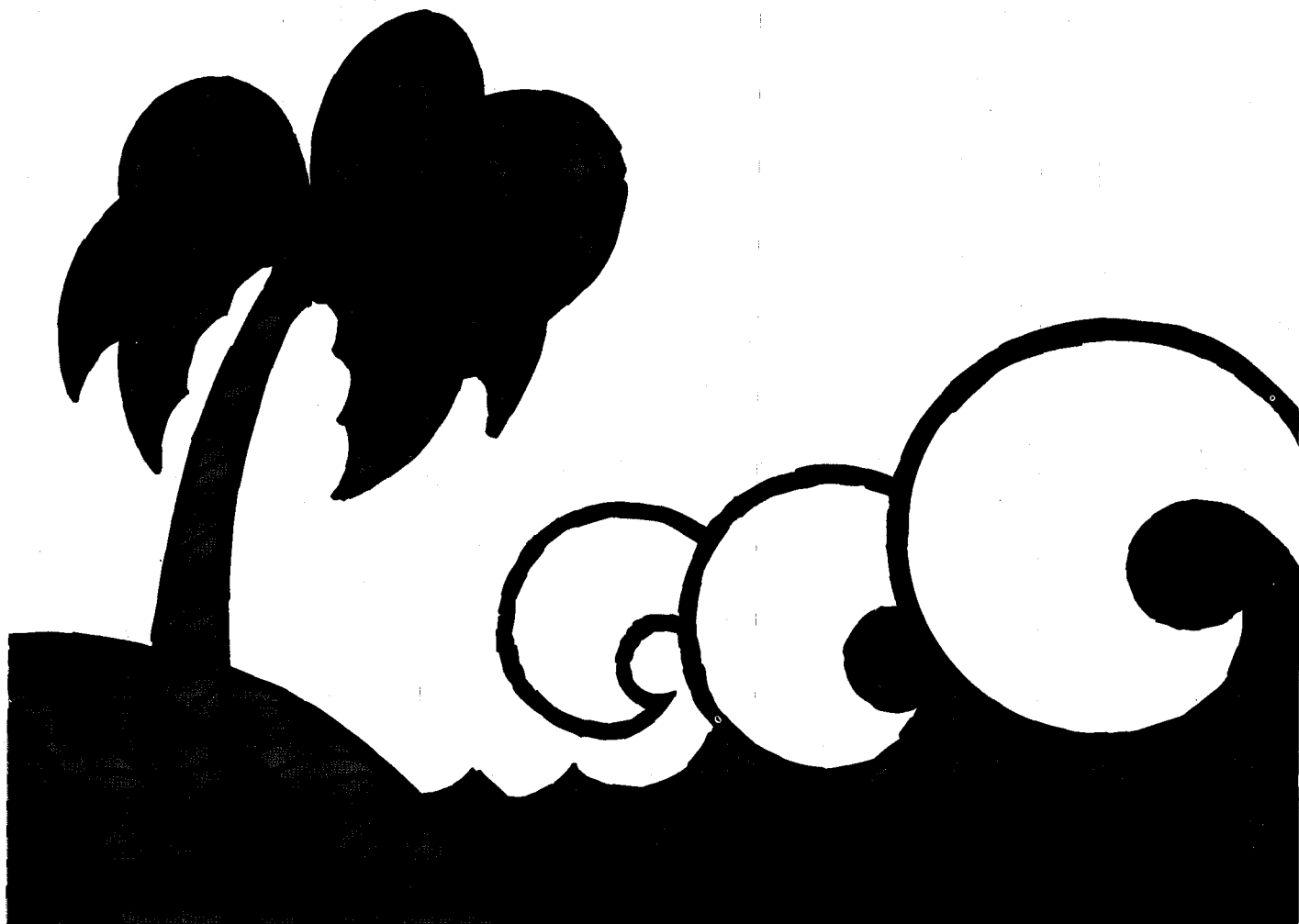
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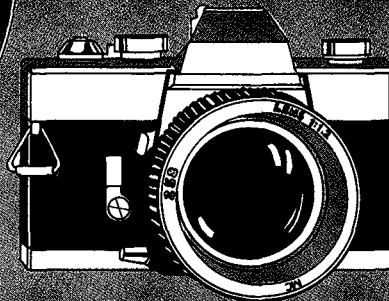
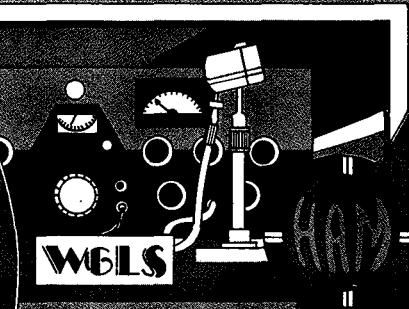
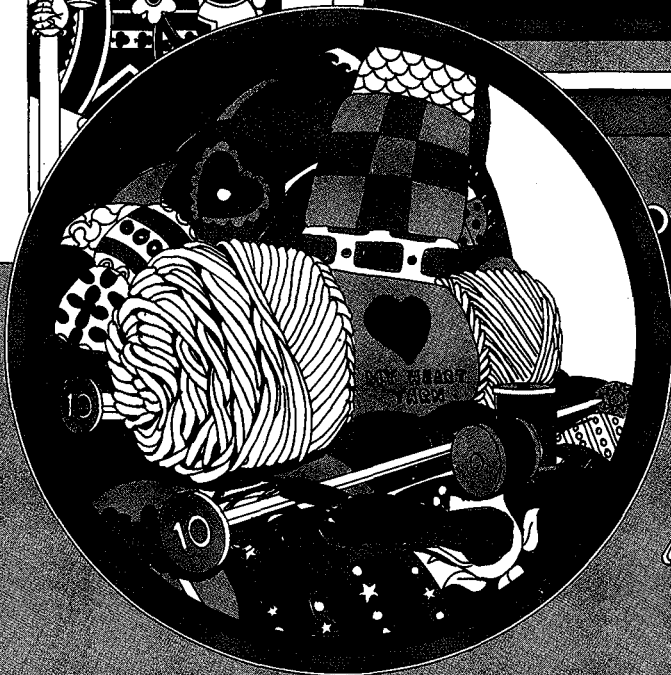
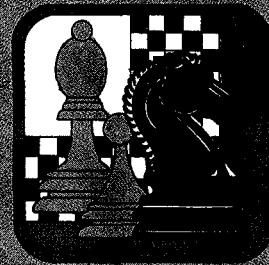
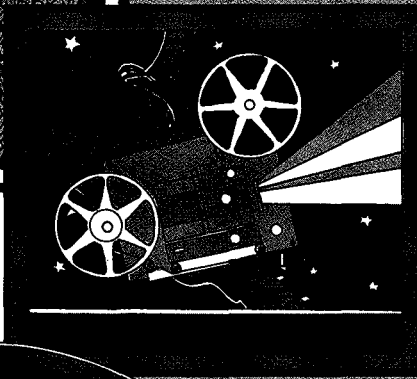
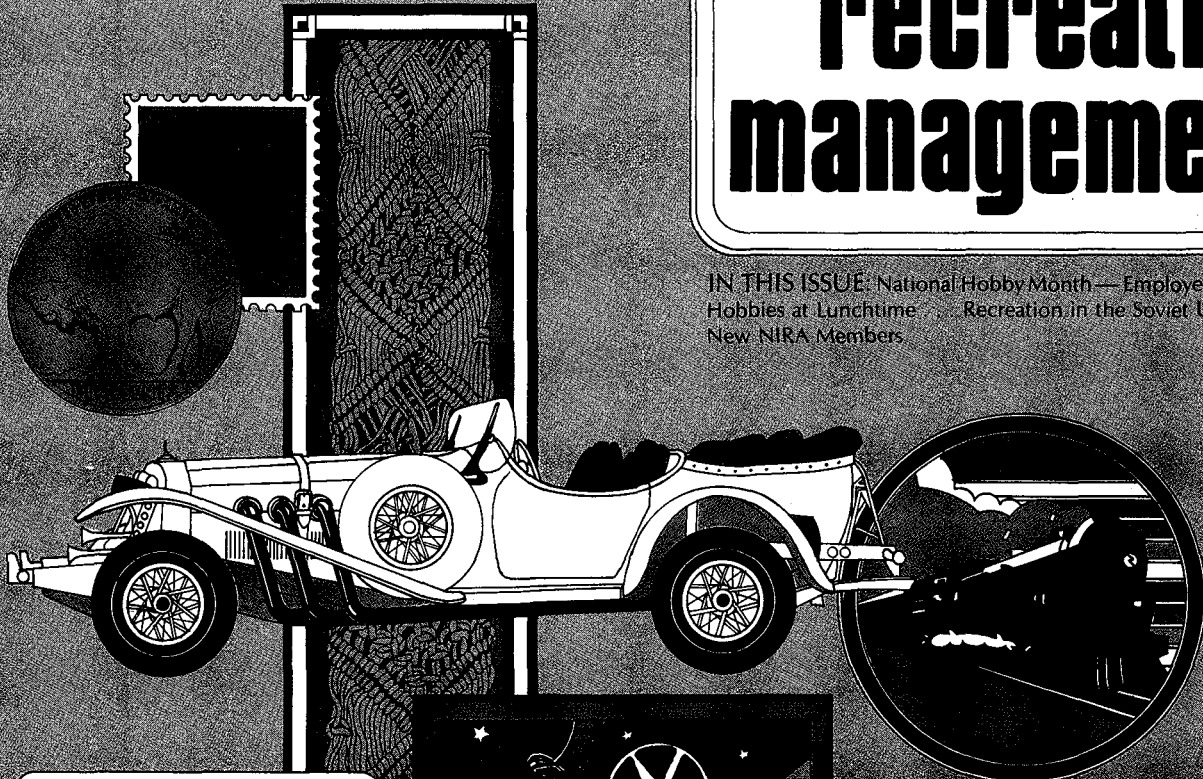
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Recreation management

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JET FRONTIER

To the editor . . .

To the Editor:

Having just read through the June/July issue of *Recreation Management*, I noted you had a cover picture of the subject of bowling followed by a lengthy article. As stated in the article, bowling is the most popular competitive participant sport and a runaway favorite of company recreation programs; you also stressed other advantages of bowling.

I am wondering if the article on bowling as appeared in your magazine was done simply to promote bowling or done primarily as an advertisement for AMF. If so, why not national or area competition? The only competition I am aware of is competition through the mail. I think this takes away the spirit of competitiveness and would probably serve to minimize the popularity of bowling as far as company recreation programs are concerned. Why not have someone run

a tournament in bowling such as is done in golf?

Ray Pietryla
Physical Education and Recreation
Moraine Valley
Community College

Editor's note: For the golf tournament, NIRA only sponsors regional playoffs, and the winners of this are asked to mail in their scores for national comparison. We limit this activity to a regional one, because NIRA has discovered that companies would rather spend their money on more employees in more ways than on a select few who are eligible to compete in regional or national competition. NIRA used the objections to holding a national golf tournament as a criterion for conducting national postal tournaments in both golf and bowling.

. . .

To the Editor:

We appreciate your placing our press release in the New Products section of the August issue of *Recreation Management* magazine, but there were two errors.

First of all, there's no such sport as racquet tennis; platform tennis is sometimes called "paddle", but that's all.

Second, the court is not portable; there is no such thing.

Barry H. Traub
North American Recreation
Convertibles, Inc.

About the cover

Trends in hobbies are pictured on this month's cover, provided by the Hobby Industry of America, Inc. and designed by an artist for Arthur Blankenburg Associates/Graphic Design, a graphic arts firm in Chicago. Blankenburg, who serves on the RM Publications Advisory Board, has been designing a number of the arty and very popular magazine covers featured this year. For story on hobbies see page 6.

To the Editor:

I would like to present my views in response to an article in your April issue of *Recreation Management* by Donald Fredericks, which I, as a Slimnastic Instructor and Ballet Teacher at Xerox, strongly oppose.

What is wrong with an intelligent Slimnastic program offered to women who otherwise may never have the opportunity or the inclination to move. Too many women find their only exercise is walking from their house to their car. Comfortably seated in their car, all the automatic devices take over: power brakes, transmission, window opener and the remote control garage doors, so there is no need for her to even bend. Inside her home the same situation exists: electric mixer, can opener, garbage disposal, automatic washer and dryer — all wonderful devices, but it seems as if machines do everything for the lucky American woman.

The opportunity for women to exercise with other women in pleasant surroundings to music which is specially prepared for these exercises relaxes them, tones their muscles, gives them a slimmer more youthful appearance and prevents them from "growing together". Slimnastic exercise increases the blood circulation, simulates breathing and supplies more oxygen to the body. A basic Slimnastic Program includes exercises which strengthen the muscles of the heart without straining them. For the woman with a figure problem, spot exercising is also helpful.

Why is it wrong for a woman to want to trim, tone and reshape her body — to want a beautiful figure — to wear the newest most exciting styles — the mini-est skirts — the slinkiest pants — the most smashing bikinis and to get appreciative glances from the opposite sex and do it the easy, pleasant Slimnastic way?

An intelligent Slimnastic Program done on a regular basis with some weight control provides sufficient exercise for the average woman who wants to be healthy and slim.

Fritzie Levine

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recreation management

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nira news

24th Region VII Conference, Nov. 7-10, theme to be 'Issues and Answers'

The 24th Annual Region VII Conference and Exhibit will be held this year on Thursday, November 7 through Sunday, November 10, at Le Baron Hotel in Buena Park, California.

Theme of the event will be "Issues and Answers", with NIRA Executive Director, **Michael A. Fryer**, headlining the opening general session. He will address the group on "Employee Recreation — More Than A Fringe Benefit," discussing productivity and recreation's effect on this.

The Conference is being sponsored by the newly formed Greater Los Angeles Area Industrial Recreation Council in cooperation with NIRA. Conference Chairman **Jim Moore** of Northrop Aircraft Co. anticipates a record turnout in delegates and exhibitors.

Program Chairman **Owen Gallogly** of United Teachers/Los Angeles plans a challenging and informative series of learning sessions. Some of these will include: an "Eye Opener Breakfast" address at 8:30 a.m. on Saturday, Nov. 9, by **Dr. Mary Duncan** who will discuss "Sex is Recreation." There also will be sessions on "Cardiovascular Health", "Consumer Legislation" and a series of "Round Table" discussions geared to company problems.

According to Moore, "Regardless of a company's size, the 24th Annual Regional Conference will attempt to answer many of the growing problems related to employee recreation programs."

Chairmen appointed to various committees, as RM was going to press, include: **Bob Gardner**, South-

ern California Edison, Entertainment Chairman; **Randy H. Thomas**, Knott's Berry Farm, Exhibit Hall Chairman; **Ken White**, Rockwell International, Finance Chairman; **Bill Schafer**, Buena Park Convention and Visitor's Bureau, Registration Chairman; **Ms. Bobbi Love**, TRW, Sergeant at Arms; **Ms. Hiroko Machida**, Cedars-Sinai Medical Center, Spouse's Program Chairman; and **Dan Archibald**, Xerox-El Segundo, Publicity Chairman.

For further information, contact Moore at (213) 675-4611, ext. 2486, or Publicity Chairman, Archibald at (213) 679-4511, ext. 2693.

CIRA's reorganize; gain NIRA Board representation

At the recent NIRA Conference, a first took place for NIRA's Certified Industrial Recreation Administrators. They not only elected **John Leslie of 3M Company, Chairman**, and **Murray Dick of Dominion Foundries and Steel Company, Vice Chairman**, Leslie will also serve as the CIRA representative to the NIRA Board. This is the first time the CIRAs have had Board representation, and is one of the many steps they are taking to attain more professionalism.

Marion Power holds first recreation event

Marion Power Shovel Co., Inc. in Marion, Ohio, which recently joined NIRA, held its first recreation activity recently — an "old fashioned" picnic.

John C. Adams, Recreation Chairman, reports the picnic featured a day full of toe-tapping music, singing, good food and great company. A great deal of the entertainment was provided by company employees and retirees.

NIRA members spend Over \$10 million on Las Vegas travel

Recreation Management magazine and the NIRA Research Foundation conducted a survey of NIRA members to determine the amount of group travel to Las Vegas which has been organized by the recreation programs of our member companies.

The results are as follows:

1. In 1973, 14,910 employees from 59 member companies and organizations went to Las Vegas on employee group tours.
 - A An estimated \$325 was spent by each participant for hotel, food, transfers, sightseeing, shopping, entertainment, and airfare, bus, or other means of travel. Revenue generated estimated at \$4.8 million. (Gaming not included).
2. In 1974, 16,735 employees from 66 member companies and organizations have or will go to Las Vegas on employee group tours, an increase of 12.3 percent over 1973. An estimated \$325 was spent by each participant for hotel, food, transfers, sightseeing, shopping, entertainment, and airfare, bus or other means of travel. Revenue generated estimated at \$5.5 million. (Gaming not included).
3. Total estimated revenue generated by NIRA members in 1973 and 1974 is \$10.3 million.
4. Of those organizations who reported sending groups, the average number of participants per organization was 253 people per year; the average number of trips per year per organization was 2.4, and the average number of participants

per trip was 107 people.

5. Eighty-two organizations responding to the survey have Las Vegas programs. These organizations represent 921,406 employees.
6. Forty-four organizations responding specifically requested more information on a Las Vegas travel program, representing 166,816 employees. If each of these members was to sponsor a Las Vegas program, meeting the average of 253 participants, at the estimated \$325 spent per person, the revenue potential could be \$3.6 million.

Tournament reminders

Photo Contest

Entry deadline for the annual NIRA Photo Contest is slowly approaching — it's December 31, 1974. So encourage your company "photographers" to get their snaps in as soon as possible.

As you know, the contest is postal for both black and white and color entries. The theme is "Recreation in America," and all photos should reflect this in one way or another. Fee is \$1. Any NIRA member and employees of NIRA member companies are eligible.

Send photos to **Jim Moyer**, Eastman Kodak Company, Kodak Park Athletic Association, Rochester, N.Y. 14650.

Fresh Water Fishing

Eugene Miller of Michigan Bell, Fresh Water Fishing Tournament Coordinator, announces that this contest will end on December 31, 1974, so get your entries in before November 15. Closing date for the tournament is November 1.

As in the past, the event is postal and fishermen are asked to take photographs of their catches, mailed within 30 days of the catch to Miller, 444 Michigan Avenue, Room 1650, Detroit, Mich. 48226.

Owens-Illinois offers myriad program ideas

"Small Job Clinic Directory." The Toledo Onlzed Club publishes this type of directory, as a service not only to retirees, but to those requiring the types of services offered by the retirees. Copies of the directory are available to OI employees through the Employee Services Department. It lists those retirees who are proficient as bookkeepers, accountants, engineers, furniture makers, caners, guards or watchmen, jewelry repairmen, notaries, plumbers, tinsmiths, welders and wood refinishers, to name a few. Under each category is listed the retiree's name and phone number.

* * *

"Golf Scramble." What is a golf scramble? It's when each member of a golf foursome drives from the tee and the ball which ends up in the best position for the next shot is selected and the other three are picked up. The remaining three players drop a ball near the selected position and the four players hit again. The players continue this until the ball reaches the green and again the four putt from the same spot.

* * *



"Harvest Time." One of the OI branches donated some eight acres of company land which for the past several years have been bearing wild grasses and weeds. But it will now be yielding a bounty of vegetables for more than 190 members of the company and their families.

A group formed called the Onlzed Garden Club and they use the land to grow vegetables of their choice.

To offset the cost of preparing the land, a small fee of \$2 per plot was assessed each gardener. During the first three days of planting, 400 Onlzers and members of their families gathered at the garden site at different times to plant their crops. Part of the \$2 fee will also be used to have the land plowed and prepared this fall.

Foster Grant presents events for Bicentennial

The Foster Grant Recreation Program, under the direction of **Zar-mair (Sheppy) Shepherd**, Recreation Director, has planned a series of events for its Johnny Appleseed Bicentennial for the months of September, October, November and December. In addition to a series of family activities, there are such athletic events as golf, bowling, basketball and indoor tennis. Some of the events include: special discount tickets to various area cinemas; a Lawrence Welk Show; a trip to the Catskills; tickets to the New England Recreational Vehicle and Camping Show; an Ice Skating Program; an exhibition hockey game; a music festival; a trip to Montreal; a professional football game; a dinner-theater event; sightseeing trip of Boston area; a family holiday show, and a Boston Celtics basketball game.

Seen here having a rest break after hoeing their plots are Owens-Illinois employees **Barbara, Alan and Mr. and Mrs. Don Wagoner**. At far right, in the photo, is **Frank Kwiatkowski**.

Employees Can Relax at Lunchtime . . . by Sandwiching in a Hobby Between Noon and One

by Jane Goldsmith
Hobby Industry of America

WHEN the lunch bell (silently) rings at **Bell Laboratories'** three facilities in New Jersey, some employees take off for the cafeterias and hundreds of others head for their hobby headquarters in buildings in Whippany, Murray Hill and Holmdel.

Helen Eidberger, who administers the 310 Bell Lab Clubs, some at locations in eight other states, notes that each club has its own chairman and meets for an average of 30 minutes between noon and 1 p.m. Most clubs meet once a month, but some meet as often as three times a week. There are no dues, she points out, and clubs are budgeted by Bell according to the number of participants. However, in arts and crafts, employees buy their own supplies. At these meetings participants discuss their hobbies or hear a speaker.

Each year a craft exhibit is held at each of the three largest Bell Labs facilities, Mrs. Eidberger notes, just outside the cafeterias so employees can view them on their way to and from lunch.

Bell Labs Clubs run the gamut from American History to Bible, Bicycling, Camping, Dancing and Economics.

Perhaps two of the most active clubs are the Radio Control Model Airplane and Model Railroad Clubs.

The Murray Hill Radio Control Club has its own flying field on the grounds, notes **Bill Sunburg**, its **Chairman**. The Club budget pays for their magazines, as well as for equipment all members can use, like electric starters, he points out.

*Jane Goldsmith is Public Relations Manager for the Hobby Industry of America and editor of the association newspaper, **Hobby Happenings**. She writes on the subject of hobbies for **Retirement Living** magazine.*

Inter-Club Activities

WE get together with the other two Bell 'fly for fun' clubs. There's competition, but it's tongue-in-cheek," says Sunburg. "We don't compete in earnest."

He noted that several years ago his group demonstrated model flying at the Veteran's Hospital in Lyons and at an orphanage in Liberty Corner, N.J.

The Model Railroad Club at Murray Hill is chaired by **Dennis Landadio**, who also operates his own layout at home, with the help of his 7 and 8 year old sons.

A group of 99 members (including four or five women) meets on Tuesday and Thursdays at lunchtime to work on the layout. On the first Monday of each month, there is a movie or slide presentation.

Like Bell, RCA's David Sarnoff Research Center near Princeton, N.J., encourages hobby activities at lunchtime. It offers plots of ground for employees to grow their own vegetables, an extensive field for flying model airplanes and space for athletic hobbies such as volleyball.

Those who don't fly or play volleyball have almost as much fun — and can enjoy the fresh air — by just standing and watching.

Club has Own Building

THE 35 members of the model railroad club at **Grumman Aerospace Corporation**, Long Island, N.Y., enjoy their own 15 by 40 foot building donated by the company to house layout and work space.

"Some of the work is done at home by the members," notes **Bob Michels**, a contract administrator who is acting President of the club, organized under the aegis of the Grumman Athletic Association. The members,

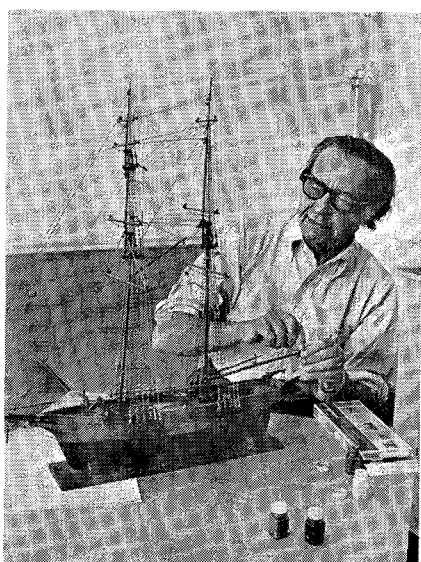
Interest in company hobby programs burgeon as possibilities become unlimited

from the Bethpage and Calverton facilities, meet at the Bethpage building from 5 p.m. to 10 p.m. on Wednesdays.

Dues are \$4 a year, states Michels, and members bring their own cars and engines. Some equipment is donated by non-members. A newsletter keeps members informed of club activities.

Hobbies Build Morale at Work and at Home

HOBBY clubs are important at **Rockwell International** whose western division employs 38,000 at four plants. Each plant has its own recreation director,



Recreating old sailing vessels in miniature is a combination model and craftsman's hobby. All materials for building ships are available in kits with explicit instructions.

staff and hobby facility — for both indoor and outdoor activities.

S.F. Williams, manager of **ROCKWELLAIDS**, that handles recreation and welfare for employees and retirees, notes that ceramics, model railroading, model rocketry, photography and arts and crafts are the currently popular activities.

He feels participation in hobby activities builds morale and makes for a better attitude at home as well as at work. Hobbies contribute to comradery among employees, he points out. They enable people from one department to meet those from another and to find out what they're doing.

Williams says **ROCKWELLAIDS** encourages families of employees as well as retirees to participate in company hobby activities.

There are no membership dues at Rockwell International. The clubs are given sufficient budget to buy materials. If members want to do something special, they contribute.

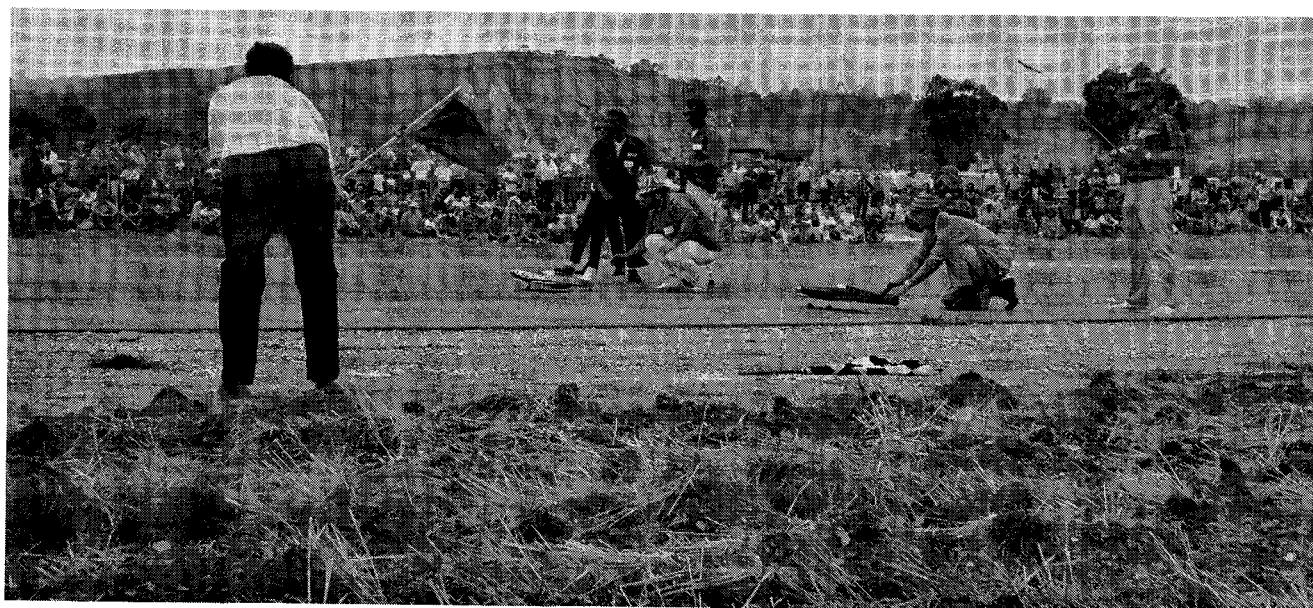
A division of **Rockwell International**, **Rocketdyne**, **Canoga Park, Ca.**, has set up the **Rockatomics Club** for retirees, to encourage those in the community to come back and work on their hobbies.

One of the **Rocketdyne's** active groups, **The Rock and Gem Club** of lapidarians, polish and mount rocks to become one-of-a-kind pieces of jewelry, paper weights, mosaics for wall plaques and lamp bases.

How to Start Hobby Clubs in a Company

THOMAS HUNTER, a spokesman for **Union Camp Corporation**, paper mills said his firm plans to aggressively look into setting up hobby clubs at its 15 locations.

First step will be to contact the 15 plant managers to see if space can be set aside for hobby activities. Second step will be to select an employee knowledgeable in each hobby to head each type of club.



Midget model air plane race kicks off at this company's air strip designed for this purpose. All entries were made by company employees.

PUBLIC NOTICE WAGON TRAINS DEPARTING WEEKLY TO THE COLORADO WILDS!

The horse teams lurch forward with the crack of a whip. The hitches pull tight and the great Conestoga Wagons begin to roll! A cheer goes up as the outriders swing onto their saddles and begin the long ride into the beckoning wilderness of snow-capped peaks, lush forests, and crystal rivers. **And you are there!**

Return with us now to those thrilling days of yesteryear! There's a covered wagon waiting to take your family through the gorgeous forestlands that flourish in the shadow of the Continental Divide near Durango. You'll begin your journey with a hearty cowboy breakfast. Ride horseback or within the authentic Conestoga Wagons. Come noon, you'll gather around the chuckwagon for a generous buffet lunch with refreshments for adults and children. Then it's on to an overnight camping spot, where the hands will set up the family tents while you go out for some hiking, fishing, horse-shoe-tossing, or riding. When you've finished your 16 oz. steak that evening, and the campfire is finally burning down after the last cowboy tall tale has been told, you'll have the most peaceful night's sleep you've ever experienced. Then you'll wake up to the smell of sizzling bacon, eggs, pancakes and potatoes. One last cup of hearty cowboy coffee and you're on the trail again.

Send your travel clients, employees, or your own family on a time-machine vacation to the Colorado Rockies!

5 nights, 6 days: \$180 per adult, \$145 per child under 12. 4 nights, 5 days: \$150 per adult, \$120 per child under 12. Includes all meals, refreshments, ride on Silverton Narrow Gauge Railroad.

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Phoenix, Arizona 85018
(602) 959-1360



Hobbies build morale at work, home; often through a hobby, one discovers "hidden talent" that may lead to a new vocation

City Bank Club Celebrates 70th Birthday

THE City Bank Club of First National City Bank, New York, is in its 70th year and has an active craft program. Classes are held one night a week from 5 p.m. to 7 p.m. in water and oil painting, home crafts, woodcarving, weaving and decoupage.

The cost of instructors is shared by the Bank and the students, who average about 10 per class and who pay \$1 annual club dues.

Hobbies are Unlimited

IN addition to those craft and model hobbies noted there are, of course, the collectors' hobbies, such as stamps, coins and miniature (matchbox) models; and competitor hobbies, such as model car and model boat racing. Clubs can be organized for those interested in building model ships and, if a pond or waterway is available, the boats can be raced.

For the first time recently, model ships competed at the America's Cup Races in Newport, Rhode Island, following courses similar to those of the larger ships. This put the Mini-America's Cup races and model racing in the news.

As for crafts, there are myriad from which to choose. Corporation recreation directors should contact local hobby wholesalers for new crafts ideas. There are, for example, the needlecrafts and crewel embroidery, string art, eggery, rug hooking, paint-by-number (for beginners), beadcrafts, stained glass, ecology crafts (making items from discards), bottle cutting, macrame, candle making and painting bisque figurines. Also: quilling, painting on tole, fur and felt art, all kinds of do-it-yourself Christmas ornaments and metal and papier mache forms to create.

Contacts for Model Clubs

THERE are national and international organizations which individual hobbyists and hobby clubs can join. Here are a few:

For Plastic Modelers: International Plastic Modelers Society, 228 E. Rosedale Ave., Milwaukee, Wi. 53207.

For Model Flyers: Academy of Model Aeronautics, 806 15th Street, N.W., Washington, D.C. 20005.

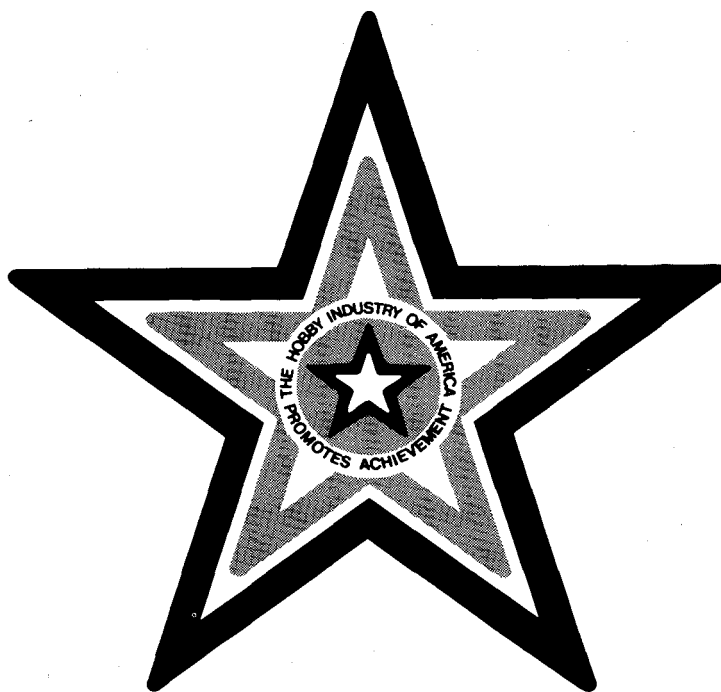
For Model-Rocketeers: National Association of Rocketry, P.O. Box 178, McLean, Va. 22101.

For Model Railroaders: National Model Railroad Association, P.O. Box 1328, Station C, Canton, Ohio 44708.

And, of course, a guide to setting up a hobby club in your company is available, free of charge, from: Hobby Industry of America, Suite 1101, 200 Fifth Avenue, New York, N.Y. 10010. ☐

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**Hobby
Showcase**
35th Year

Join us at the
**38th HOBBY INDUSTRY
TRADE SHOW**
Jan. 19-22, 1975



Show Hours

Jan. 19 thru 22, 1975

Sunday Jan. 19th
8:30 AM to 6:30 PM

Monday Jan. 20th
8:30 AM to 6 PM

Tuesday Jan. 21st.
8:30 AM to 5 PM

Wednesday Jan. 22nd
9 AM to 5 PM

Conrad Hilton Hotel/Chicago, Ill.

Special Instructions

Please complete all parts

- 1 Name and address
- 2 Buyer classification
- 3 Product interest

If you do not mail this form before Jan. 3, 1975 you may present it at the registration desk.

Children under 16 years of age not admitted

HIAA 38th Trade Show/1975

For additional names attach separate list

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Check classification

- 1 ☐ HIAA Member Wholesaler
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- 3 ☐ Wholesaler
- 4 ☐ Retailer
- 5 ☐ Mail Order
- 6 ☐ Chain Store
- 7 ☐ Dept. Store
- 8 ☐ Premium
- ☐ Other _____

Describe

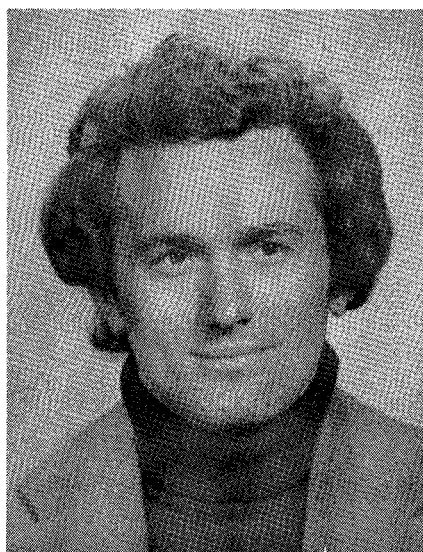
**Please check
products you are
interested in**

- | | |
|---|---|
| a <input type="checkbox"/> All Hobbies | h <input type="checkbox"/> Radio Control |
| b <input type="checkbox"/> Model Airplanes | i <input type="checkbox"/> Railroads |
| c <input type="checkbox"/> Car Racing | j <input type="checkbox"/> Rockets |
| d <input type="checkbox"/> Collectors Items | k <input type="checkbox"/> Science |
| e <input type="checkbox"/> Crafts & Arts | l <input type="checkbox"/> Ship Models |
| f <input type="checkbox"/> Games | m <input type="checkbox"/> Stamps & Coins |
| g <input type="checkbox"/> Plastic Kits | |

Complete this form and return it to
Hobby Industry Association of America Inc.
Dept. R, 200 Fifth Avenue, New York,
N.Y. 10010, No later than Jan. 3, 1975
Badge will be sent directly to you.

Industry and Recreation Programs in the Soviet Union: Toward a Convergence of Worlds

Jon Hendricks
Department of Sociology
University of Kentucky



Jon Hendricks has a joint appointment at the University of Kentucky to the Department of Sociology and the College of Medicine, Department of Behavioral Science. The 31-year-old professor holds a Ph. D. from The Pennsylvania State University in Sociology; an M.A. degree in sociology from the University of Nevada, and a B.A. degree from the University of Washington in the same field. He has done extensive study and work in the area of sociology of art and leisure. In 1973 he was listed in American Men and Women of Science for his achievements in these fields. It was in 1972 that he was given a travel grant by the International Association of Gerontology to participate in the International Congress of Gerontology in Russia.

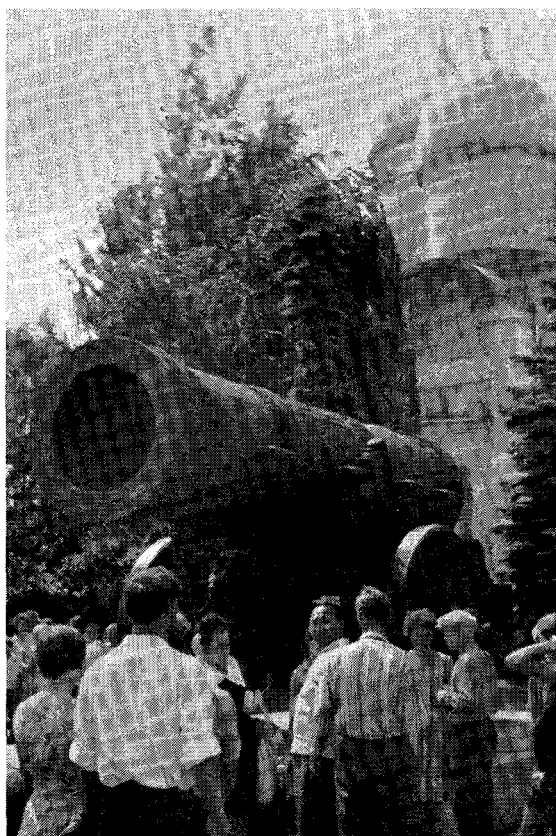
WHAT is life like behind the Iron Curtain? On a recent trip I had a first hand opportunity to gain at least a superficial view. My impressions and what little there is to be gleaned from reports available in this country form the basis for this article on recreation and leisure patterns in the Soviet Union. Despite undeniable political and ideological differences at the state level, there appears to be an amazing convergence in the daily lives of Soviet and American workers.

Two points should be kept in mind from the outset. Regardless of what may be claimed by Soviet officials, there are noticeable differences in the quality of life enjoyed by various strata. Yet there are certain things which cut across "class lines" — with few exceptions everyone in Russia is a state employee. Often their ideas about work and production are colored by a kind of pervasive civil service mentality not so dissimilar from what we find in the United States among government workers or employees in massive aircraft or automobile factories. In addition, there is an explicit and long-standing official endorsement of recreation programming.

Shortly after the 1917 Revolution the Soviet government has sponsored active involvement in sports and leisure programs. The thinking behind this is simple: **a sound body integrated with an alert mind is essential if production is to be as efficient as possible.** In the past

(before 1955-60) this was especially important as workers were faced with long hours and six day weeks in an effort to establish the Soviet Union as a world power. Now, even though the work week has been cut to 40 hours or less, the official support for recreation of all types is an integral part of life. One does not have to be in Russia long to see how central a role recreation plays in the daily routine. Riding the subways in Kiev or Moscow you cannot help but notice how frequently manual laborers, obviously straight from work, head for the nearest fishing area with children in tow and poles held firmly in gnarled hands against the crush of the home-bound crowd.

For a country as diverse as the Soviet Union, covering an area approximately three times the size of the U. S., with its 241.7 million people speaking dozens of distinct dialects or languages, it is difficult to make generalizations. It is, however, possible to make a few statements about workers in the three largest cities. A number of Soviet workers have a slightly shorter work week than their counterparts in America. Yet this has only been true for the last decade. With a five day week, the norm — in most occupations, many workers are granted additional time off to attend school. Nearly all younger workers receive regular visits from a committee of trade-union members (a kind of employee's association) who explain available educational oppor-



Soviet tourists in Moscow visit the Kremlin, a popular trip for them. Here Russian tourists are standing in front of a 10-ton cannon, cast in the 16th century. Though never fired, the cannon was rolled to this spot to frighten the invaders.

tunities. These organizations are quite involved in all aspects of production, from designing the physical plant to improving industrywide education levels. Should a worker at the Volga Automobile Plant, for instance, be persuaded to further his education through continuing, evening or correspondence courses at the local university or technical classes right at the factory, he pays no tuition and is entitled to an extra day off at half salary to prepare for his classes. To study for exams he receives 20 days paid leave each year and to complete any diploma he can take four months leave. Finally, having successfully completed his program of study, the worker receives a bonus by way of recognition from the trade-union.

Education bonuses are not the only kind given by the trade-unions. Since the 1920's there has been a tradition of non-paid overtime (subbotnik) if production quotas were in doubt, however, the decentralization movement of recent years has created what workers call their 13th month check if targets are reached or surpassed. These checks may total 70 percent of their monthly wage with exact amounts

determined by worker committees. The resources for such "material incentives" are drawn from the profits generated by industry. Until 1966 all monies were sent directly to the central government for redistribution. The manifold problems with such a method eventually led to a reorganization and decentralization of the bureaucracy, with a corresponding improvement in planning and operations. Today only a portion of profits goes to the government, the rest are retained by industry for distribution into one of three funds: the worker or material incentive fund (already mentioned); the recreation and cultural fund; and a fund for the expansion of production by upgrading existing operations or the acquisition of new machinery.

Out of the recreation and cultural fund comes a wealth of worker benefits. Almost 60 percent is taken off the top for housing construction to supplement government allocations, while the remainder is earmarked for recreation equipment and opportunities. Chief among these are the health and vacation resorts maintained throughout the Soviet Union by the trade-unions.

Scattered along the Black Sea and in such far flung areas as the Ural mountains, the Baltic Sea coast and Kamchatka in the far east, these facilities cater to millions of workers annually.

Though vacation time is based on industrywide standards, the average worker has about 20 days annual vacation with those in the more physically demanding occupations receiving up to a week longer. Should he so choose, he may stay at one of the resorts for 24 days at either reduced rates or entirely free of charge, depending on income and physical health. Normally the worker pays only a portion of the actual cost while the trade-union pays the rest, but even out-of-pocket expenses may be partially offset for up to three quarters of vacation expenses by loans. The health resorts function as both preventative and restorative treatment centers where workers go through a cycle of cardiological exams, physiotherapy, medicinal mud baths (very popular with the Russians) and sophisticated physical training regimens in specially designed gyms. To give just one example, at the **Russky Bor Sanatorium**, for workers from the **Togliatti Chemical plant near Moscow**, there are accommodations for 300 overnight guests — including the baths and gyms plus theaters, concert and dance halls, entertainment areas and a large library. The worker pays somewhat less than he would spend at one of the holiday resorts, even though the cost of a full 24 day stay is about 142 rubles; nearly one-fifth pay nothing at all.

There are approximately 3,000 holiday resorts maintained by the trade-unions. Their quality reportedly varies considerably with few measuring up to the posh retreats reserved for government dignitaries at **Sochi** on the **Black Sea**. They nevertheless provide a wide range of recreation opportunities with everything from Alpine and Nordic skiing at **Mt. Elbrus**, sailing on **Lake Baikal** or the **Black Sea** to mushroom safaris in the **Zavidovo** forest north of **Moscow**. With the possible exception of nudist camps, some-

where in one of the 15 republics, a trade-union has organized a resort around nearly any activity one can think of; traditionally Russians have had little use for public expression of sensuality.

Russian children, obviously idolized, have also benefitted from the programs established by trade-unions. These include day-care centers for pre-schoolers, with parents paying less than \$7 a month for complete care, children's concerts, ballet classes, and Young Pioneer summer camps, the equivalent of our Boy and Girl Scouts.

Parks abound in and around the cities with facilities for all ages; at **Kirovabad** there is even a scale-model autocity complete with freeways, gas stations and traffic police.

Vacations are not the only form of leisure provided by the trade-unions. Workers also have an opportunity for a wide-range of daily and on-the-job recreation. Almost every office or factory fields a soccer, volleyball, lapta (a bat and ball game) or gymnastics team. A large part of the emphasis is on getting as many members as possible qualified in the "Prepared for Work and Defense" fitness program. GTO, as it is abbreviated in Russian, is an attempt to interest people in exercising throughout their lives. Special standards have been set for five separate age categories. In the Vigor and Health group (ages 40-60) for example, a candidate must jog 15 miles, hike six and swim 50 yards within a fixed time, and ski three miles with no time limit before he is entitled to wear a GTO lapel pin. For those who succeed or who go on to become a "master" in their particular sport, additional paid leaves are granted for competition in local sports festivals, known as *spartakiady*, or in the national People's Games. Despite the existence of over 210,000 such clubs, the emphasis is by no means entirely on sports participation. The Zil automobile plant near Moscow has one of the oldest amateur theatrical companies in Soviet industry (there are about 1,200 others), and has reportedly produced everything from Chekhov to Mark Twain. Music,

dance and other artistic companies are also supported out of trade-union recreation funds.

With what seems to be a surfeit of recreation and cultural outlets, do Soviet workers complain? By all means, and publicly, just like workers any place in the world. Having been told of an article in *Literaturnaya Gazeta*, the liberal weekly news magazine, about disgruntled workers we asked some rather general questions of those who would stop to talk on the street. Many declined to acknowledge our questions, but among students or younger workers the subject was treated as juicy gossip. Did we know a team of social scientists had been called to one of the automobile plants to figure out the reasons for petty sabotage? No, of course we didn't. Did they think it wise to discuss it with strangers? *Nichego* — "OK" — they did not feel constrained and, besides, we looked discreet. Several mentioned the controversy over management policies within the Ministry of Light Industry, responsible for textiles and consumer goods, or the continuing debate over centralized industrial planning. The most frequent complaint we heard was having to wait in line to buy expensive goods of questionable quality. In fact standing in line seemed to be a national pastime. In Leningrad some people we talked with on **Nevsky Prospekt**, a street of shops and bright lights, mentioned a lack of spacious housing and a desire for more consumer goods along with higher wages, not really that different from what we hear from thousands of workers in the United States.

Briefly, the average Russian worker can be compared to his American counterpart in a number of ways. Television is not yet widespread so Soviet workers watch only about a third as much as we do, though they go to movies — mostly comedies — two or three times a month. Russians spend much less time entertaining each other at home, but attend cultural events at a rate nearly three times that of American workers. Americans read more newspapers, but

Russians read more books. Traveling to and from work requires about the same amount of time, though in the Soviet Union it is accomplished almost entirely by means of public transportation. As we might expect, Russians spend much more time outdoors or in active sports although, on a daily basis, Americans enjoy more free time. While figures on per capita income would not be particularly meaningful, it is of significance that rent takes only four to six percent of monthly income in Russia, but food takes up to 50 percent. The Soviet people have all medical expenses paid for by the "public consumption funds," similar to our social security or public assistance programs, but the delay in obtaining medical attention is somewhat longer. Installment buying is becoming more popular just as it is here, though it is estimated that as yet only a small percentage of nonfood items are purchased on credit by Soviet workers.

Status of Women and Retirement

No description of work or recreation would be complete without a few words regarding the status of women and the Soviet retirement system. Equal pay for equal work is the rule at least in the lower ranks, and equal work means exactly that. It is not at all unusual to come upon a construction site and find women working at the same jobs as men. In some professional occupations, such as medicine or teaching, women comprise more than 70 percent. Despite this, large families are encouraged, at least they are officially rewarded, and women do receive one form of paid leave not given to men. They are entitled to a yearly pregnancy and maternity leave of 120 days at full pay, with early retirement offered to women who have borne five children. Most men retire at 60, after a minimum of 25 years service, while women, or those in more hazardous occupations, may retire as early as age 45, the average being around 55. Retirement benefits are based on salary with the lower paid receiving a greater percentage, ranging from 50 to 80 percent. The current five-year

(Continued on page 32)

good things to read

SELECTED GUIDE TO SPORTS AND RECREATION BOOKS. This is an annotated listing of sports and recreation books for the novice and the would-be professional. From archery to wrestling, bicycling to polo, fencing to surfboarding, detailed information on books broken down as to title, author, price, type of edition, publisher, illustrations, reading level, etc. An annotation for each book is also given. A directory of publishers is included to facilitate ordering a title. One of the most important features of this guide is a detailed index to assist in the location of specific, and at times obscure subject areas. Books which fall into multiple categories have been cross-indexed. The entries in the index follow the numbers of the entries in the book. The reader is thus relieved of the necessity of scanning an entire page to locate a specific entry. Author Susan Nueckel; 168 pages, price \$10.50 hardcover, \$5.50 paperback, Fleet Press Corporation, 160 Fifth Ave., New York City, N.Y. 10010.

THE OUTDOORSMAN'S MEDICAL GUIDE—by Alan E. Nourse, M.D. This is a compact, very practical book which provides good take-it-with-you medical advice for the backpacker, camper, and other outdoorsmen. Written by a doctor-author who is also an experienced outdoorsman, it gives common-sense tips and life-saving techniques on everything from the proper clothing to wear in various weather and topographical conditions to the treatment of blisters, frostbite, first-aid for fractures, coronaries, heat stroke, dehydration, and many other topics. Techniques are illustrated with line drawings. The text is clear and concise. Novices at outdoor activities should be familiar with the information in this book. For the thousands of new backpackers and other types of recreationists going to the backwoods each year, the expense of this book is cheap insurance. 129 pages. Illustrated with drawing. Published by Harper and Row, Inc., 10 East 53rd Street, New York, New York 10022; 1974. Price \$3.95

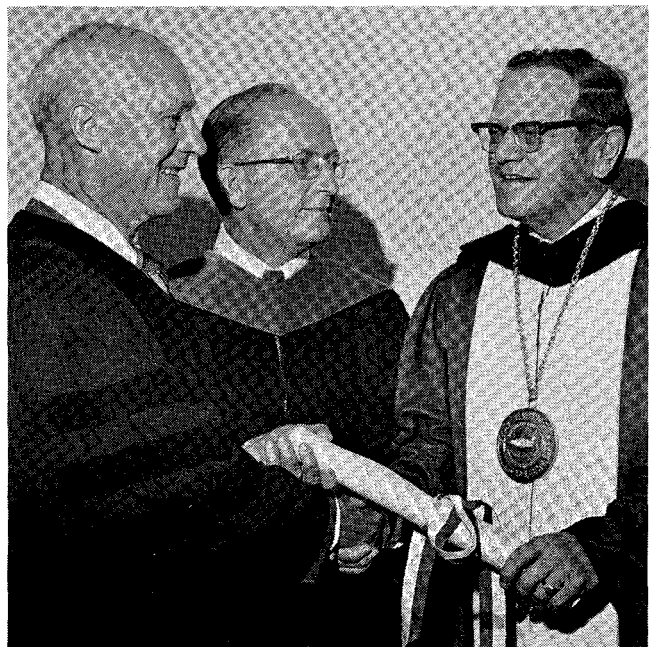
MAN, NATURE AND ECOLOGY—by Keith Reid, J. A. Lauwerys, Joyce Joffe, and Anthony Tucker. This book takes as its starting point the relative "balance" achieved on earth before the impact of man and his technological achievements. That premise itself causes some wonder about the book since the authors evidently don't consider man a part of "nature" but an intruder from somewhere out yonder. The volume, however, contains good discussions on the changes in ecological systems resulting from man's civilization. It points out the restructuring and in some cases destruction of plant and animal communities resulting from man's activities. The final chapters are especially good illustrating the lessons learned and the gradual change of man from exploiter to conserver. 419 pages. Illustrated with photographs, and drawings. Published

by Doubleday and Company, Inc., 245 Park Avenue, New York, New York 10017; 1974. Price \$14.95

WOMAN'S CHANGING PLACE: A LOOK AT SEXISM. This new Public Affairs Pamphlet is a review of how early childhood conditioning, education, religion, sports, business and finance and the mass media have served to limit women's development and opportunity and how women are working to effect changes in their own lives and in society today. There is an entire section on "Women in Competitive Sports" which discusses the controversial topic of co-educational activities for men and women, and the discrimination against women in professional athletics. By Nancy Doyle. Price 35 cents. Public Affairs Committee, Inc., 381 Park Avenue South, New York, N.Y. 10016.

names in the news

Ronald V. Gibbons of Holiday Inns, Inc., has been named Corporate Assistant Vice President and General Assistant Sales Manager. Gibbons brings more than 20 years of experience in the travel industry to his new post. He replaces **Bernard Pollock** who has been promoted to Assistant Vice President, General Sales Manager and Marketing Director, Holiday Inns, Europe. Pollock will be stationed in Brussels.



Robert W. Crawford (left), Philadelphia's Commissioner of Recreation, received an honorary doctorate of Public Service Degree from Temple University President, Marvin Wachman (right). Looking on is Dr. Charles E. Hartsoe, Associate Professor of health, physical education, recreation and dance at the University. Temple University is a NIRA University Member.



associate profile

Revlon, Inc., now offers some lines of products for sale in employee stores

Revlon, Inc. a multinational company which produces cosmetics, which contribute to the improved appearance of men and women; and pharmaceuticals, which help enhance people's basic health and well-being, has now embarked on a new program. The company plans to make a limited line of products available to employee stores and employee sales programs sponsored by companies throughout the country.

The availability of the Revlon products will prove especially attractive to Employee Store Managers. They will:

- **Generate more store traffic** by attracting a larger proportion of your female work force to the store;
- **Increase sales** by providing a line of top quality cosmetics and fragrances that your employees will buy;
- **Provide a significant employee benefit** by providing these products at considerable savings from regular retail usually greater than 50 percent;
- **Increase Store Profits** to cover the costs of operating the employee store and help you put your stores on a self-supporting basis.

Revlon is also in a position to supply gifts for your recreation program, sales meetings, conventions, promotion and incentive programs and other company functions. These gifts can be selected from a wide range of cosmetic and fragrance products now available.

Revlon has set the standard for innovation in cosmetics, toiletries and fragrances through scientific creativity and a dedication to quality for more than 40 years. Our concern for consumer protection is demonstrated by strict quality control and by assuring our customers the purest and highest quality products.

A strong employee sales program has always been supported within the company. The program has shown to be so popular, and has grown so significantly, that Revlon now operates eight retail stores in each major plant, supported by a staff of 16 persons including store managers and clerks. In addition, eight other offices have access to Revlon products through special orders.

For more information, call or write: Stephen B. Parkoff, Director, Special Products Marketing, Revlon, Inc., 767 Fifth Avenue, New York, NY 10022, 212-758-5000. □

Pheasant Run — midwest resort features entertainment, recreation

Pheasant Run, one of the most popular resorts in the Midwest just 45 minutes west of Chicago, is a beautiful, rustic complex set on 200 acres of magnificent countryside. It boasts luxury accommodations, excellent food, good service and a wide variety of entertainment and recreational facilities.

The resort has three restaurants, four cocktail lounges, 278 guest rooms and suites, an 18-hole championship golf course, an indoor-outdoor year-round swimming pool, a racquet club with indoor and outdoor tennis courts, health club with massage and saunas, a dinner-theater featuring top stars in hit shows, game room and Bourbon Street, a remarkable replica of a New Orleans French Quarter street bordered by shops and cafes.

Bourbon Street is one of the most unusual and talked-about features of Pheasant Run. Narrow sidewalks, lined with genuine old gas street lamps and hung with grill work balconies, impart to the street the real flavor of Old New Orleans. On the street are four charming shops featuring gifts, gourmet foods, men's wear and women's fashions.

In the evening Bourbon Street changes its complexion and swings with the melodies of bands playing Dixieland and popular music to entertain listeners as well as those who wish to dance on the sidewalks. More entertainment is provided by groups in the Baker's Wife show lounge. Name stars appear from time-to-time in the Pheasant Run Nightclub.

For the activity seeker, Pheasant Run offers a variety of recreational facilities. The resort's unique swimming pool has a glass wall separating the indoor from the outdoor portion. Swimmers can duck under the wall and swim under roof or sky in 80 degree water during the winter as well as the summer. A new racquet club has four indoor courts and nine outdoor courts for tennis buffs. Additional courts and a pro shop are planned for the near future. For golfers there's an 18-hole championship course and complete pro shop. In addition there's shuffleboard, billiards and ping-pong. And in the winter snowmobiling is available.

Located near Chicago, regularly scheduled buses make several non-stop trips daily to and from O'Hare airport. Private aircraft can land at the adjoining DuPage County Airport.

Various packages are offered to vacationers at Pheasant Run. For brochures or information write P.O. Box 64, St. Charles, Illinois 60174 or call 312/584-6300. □

associate profile



Everyone enjoys trip through past on Wagon Train Adventure Series

This is a trip for tired executives . . . harried housewives . . . frazzled secretaries . . . and kids who are bored with summer. Anyone would enjoy it!

It's refreshing to get off the cool pines of Colorado . . . especially on a trip through the past on horseback and rolling along in old Conestoga covered wagons.

Some people like to join the "out-riders" — get out of the wagon and into the saddle. The wranglers will give riding instructions to those who haven't ridden before. And there will be time for fishing and hiking and kayaking too.

After arriving the first night, guests stay in A-frame chalets high in the pines at Forest Trails, near Durango. The next day, after a big cowboy breakfast, they "hit the trail."

The big old chuck wagon rumbles right along with the group as appetites build up while rolling through the grandeur of Colorado.

Everyone enjoys seeing the West as the pioneers saw it in all of its unspoiled magnificence, framed by the canvas of the old "prairie schooners". And they'll find out why so many people call this area of rushing streams and towering pines "the Switzerland of America."

Before long, Chuckwagon Charlie starts heaping the plates for lunch. In the late afternoon, when the wranglers have set up camp, there's time for hiking or fishing or rockhounding before a big steak cookout followed by singing around the campfire, strumming guitars and listening to the wranglers spin their yarns.

Every morning on the trail starts out with big cowboy breakfasts of pancakes, eggs, bacon, potatoes and plenty of sourdough biscuits and cowboy coffee.

The longer trips include some time for fun in Durango and a ride on the famous old Silverton narrow-gauge train. Photographers from all over come to take this 45-mile ride through the breathtaking scenery of Las Animas Canyon and San Juan National Forest.

These Wagon Train Adventures in Colorado can be arranged for weekends or for four or five days from June through September. During the rest of the year the same type of trip is offered through the beauty of the desert near Tucson, originating at Diamond Bell Ranch.

Special NIRA rates are available for groups in both the pine country and desert adventures.

Hersheypark — one of best theme parks in United States today

The inviting aroma of chocolate is the first thing to delight the visitor as he enters Hershey, Pennsylvania, Chocolate Town, U.S.A. Located in the heart of Pennsylvania Dutch Country, Hershey has much to offer its guests.

Chocolate World, the new free tour facility, is a simulated display of how chocolate is made.

Hersheypark has launched a multi-million dollar, five-phase project to transform the attraction into one of the best theme parks in the United States today. Presently in its third phase, the plan calls for a theme park portraying a mini-world of both American and European lifestyles. The food, decor, costuming and landscaping are all themed to the specific area of history and culture being depicted. Each area is a revisited world unto itself. Hersheypark has been termed by **Holiday Magazine** as "the cleanest and greenest park in the country." The park is open daily, Mid-May thru Labor Day.

But even chocolate and Hersheypark don't mark the end of what Hershey has to offer.

"Hospitality in the Hershey Tradition" is offered at Hotel Hershey and the Hershey Motor Lodge and Convention Center. Hotel Hershey, one of the great resorts of North America, offers the finest in traditional elegance. Hershey Motor Lodge and Convention Center, built to be the most flexible meeting facility in the East, boasts over 30,000 square feet of space and enough variety to please even the most particular of convention chairmen.

The lower level's 15,200 square feet, with a seating capacity of 2,200 feet, can be converted into 14 individual rooms, divided by sliding sound-proof walls, or can be made into 130, 8 x 10 booths for exhibitions.

This "Space Place" also includes an upper level where the Chocolate Ballroom is located, accommodating 2,200 for meeting, 2,000 for receptions, and 1,500 for banquets. The ballroom can easily be made into a three room complex for smaller meetings.

For the guest who enjoys golf, Hershey is the place. There are five golf courses all within two miles of one another, offering a grand total of 72 beautiful holes of golf, and for the camper, Hershey's Highmeadow Camp offers a 10-acre family tent and trailer site with the most modern of outdoor facilities.

For further information contact Roger W. Conner, Public Relations and Advertising Division, Hershey Estates, Dept. W, Hershey, PA 17033. □

company profile

Firestone

A Leader in Industrial Recreation

by Stewart Burge

Premium is placed on personnel activities which are ranked with finance as equally important factors leading to the company's success

"YOU can't make men do their best unless you get them fully interested, proud of what they are doing, happier in mind, better in body and spirit, and producing something for themselves while they produce something for the business organization of which they are a part."

That quote sums up the philosophy behind modern industrial recreation. Surprisingly, the quote was made in 1916 by **Harvey S. Firestone Sr., founder of The Firestone Tire & Rubber Company**, an obviously successful businessman who, "ranked personnel with finance among the factors governing success in a business enterprise."

Today, the Employee Activities Department at Firestone operates under the same premise.

Headed by **Ray Kapper**, a former high school football coach, the program boasts 14 major sports and 12 clubs which regularly attract about 3,300 Firestone employees in their leisure time.

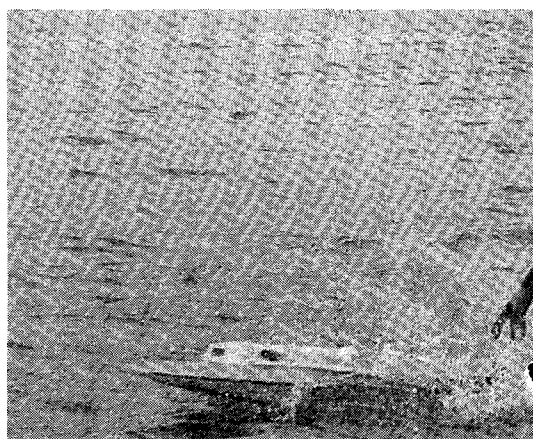
'Creates Company Pride'

"Firestone has always recognized the value of recreation in creating company pride," Kapper states. "We are fortunate that company management has always backed our sports and other recreation activities."

Example: In 1915, long before most other American corporations



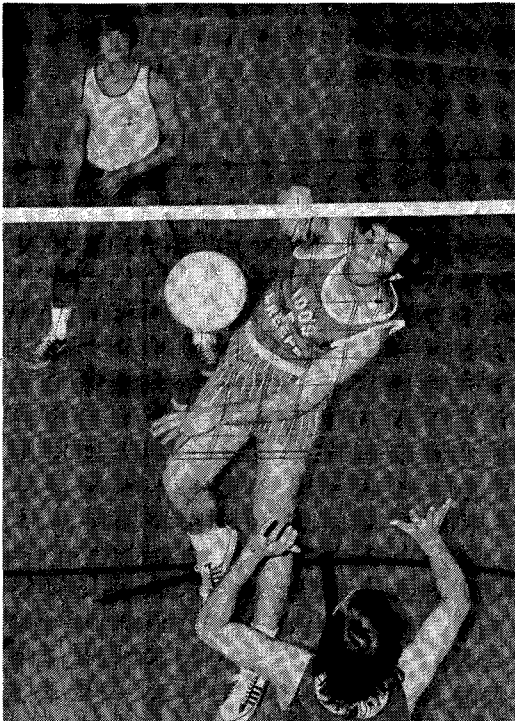
Firestone softball teams utilize the 2,500 seat stadium built by the company for employee use.



A member of the Firestone model boat club launches a boat during a recent regatta on the large lake adjacent to the company.



Women's physical fitness classes are extremely popular and preclude most outdoor activity for the Firestone employees.



Both men's and women's volleyball is played in the gymnasium of the employee Clubhouse, originally built in 1915 and continuously improved since.



ches a gasoline powered, radio controlled speed gent to the North Course of the Firestone Country



popular during the winter months when snow and one ladies.

'Industrial recreation builds company pride.'

even considered the idea, Firestone built an employee clubhouse which, if built today, would cost at least \$1.7 million. The clubhouse has a swimming pool, bowling alleys, auditorium, game and lounge rooms and eating facilities.

Example: In 1929 Firestone opened an 18-hole golf course south of Akron. The concept was unique because the new country club was for all employees — from janitor to executive.

While the Firestone Country Club has since become one of the best known pieces of golf real estate in the world, it still fulfills its original purpose of providing recreation for the company's employees. Membership is limited to employees only with a maximum of 800 family members and 750 social memberships. The dues are \$18 and \$6 per month respectively, and there is no initiation fee. Membership is first-come, first-serve.

Each year (usually the first Saturday in June) Kapper supervises an enormous golf outing at the Firestone Country Club. Some 1,100 men enjoy a full day of golf on the legendary Firestone course in addition to a gourmet buffet and all the beer and soft drinks they care to consume. Door prizes worth \$2,300 were given away during the 1974 outing.

Employees Served Myriad Ways

The Club also is the site of the Women's office party for which about 700 female employees normally turn out for a full course dinner followed by a fashion show and other entertainment.

We serve employees a number of other ways — about 12,000 times a year when you add up all the other activities we offer," Kapper notes.

"In the past couple years, everything we have offered has snowballed in terms of participation. It keeps our small staff hopping, but we enjoy every minute of it," he adds.

In the past year participation has jumped 62 percent. As an example,



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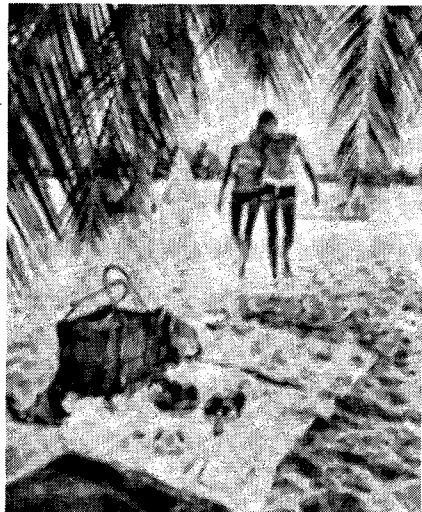
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NIRA's 1974 DUPLICATE BRIDGE TOURNAMENT

LOOK AT THESE PRIZES

Our special thanks go to Air Jamaica, Tower Isle Hotel in Ocho Rios, Jamaica, and Flick-Reedy Corporation for sponsoring our 1974 National Bridge Tournament.



National Prizes:*

1st PLACE

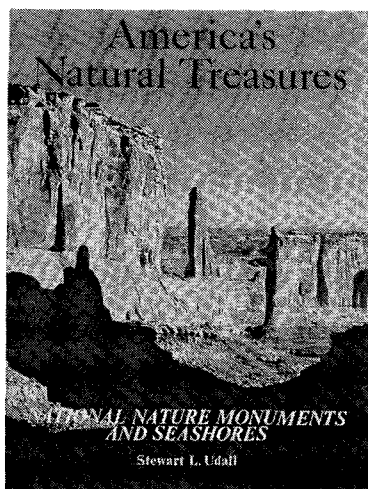
A JAMAICAN VACATION

The National Champions (one pair) will receive a one week paid vacation to sunny Jamaica. The trip consists of round trip transportation for two via Air Jamaica and one week hotel accommodations on an E. P. basis at Tower Isle Hotel in Ocho Rios, compliments of NIRA. Jamaica offers a kaleidoscope of activities and entertainment to the top bridge players in this year's National Tournament. Whether relaxing on the beaches, playing golf or tennis, or patronizing some of the night spots, this is one prize that will be a memorable one.

2nd PLACE — One pair will **each** receive a \$50 U.S. Savings Bond

3rd PLACE — One pair will **each** receive a \$25 U.S. Savings Bond

4th PLACE — One pair will **each** receive a \$25 U.S. Savings Bond



Regional Prizes:*

18 — 1st PLACE PRIZES

Each Regional Champion will receive a beautiful book entitled, "America's Natural Treasures," compliments of the Flick-Reedy Corporation. This colorful book features all of America's national nature monuments, and national seashores. Each is described by Stewart L. Udall and covered pictorially by leading nature photographers. Over 225 photographs in all and nearly 100 of them are in full color. Now winners may visit the country's beauty whenever they please via this colorful book. Retail value — \$15.

*** ALL PRIZES ARE NON-TRANSFERABLE.**

more than 550 men and 130 women played in employee softball leagues last summer.

"Of course, one of the primary reasons for such success is that people in general are becoming more active in their leisure time and many of them want to combine recreational activities with personal programs to help keep them in good physical condition," according to Kapper.

Whether employees prefer the fast pace of basketball or a "thinking man's game" like bridge, the employee activities department at Firestone can help satisfy the requirements.

In addition to the "standard" activities like softball and basketball, Firestone's program goes one step beyond the normal industrial recreation set-up to offer employees such unusual activities as co-ed volleyball, a rifle club, an archery club, physical fitness and self-defense programs for women, an indoor tennis league, a runners and joggers club, and an early-bird softball league which plays its games at 7:30 a.m.

Rounding out the list of activities are: lunchtime and evening table tennis leagues, flag football, golf and bowling leagues, and various clubs including camping, coin, chess, and model boating.

Softball and flag football are played in the 2,500-seat Firestone Stadium which features professionally-tended grounds and a lighting system for night games.

Each holiday season, children of employees may attend a gala Christmas party where every child

gets to meet Santa, talks to the company's top management, enjoys clowns and other entertainment and takes home a gift of his or her choice. Last year about 4,300 youngsters attended the party in Akron.

The employee activities department also serves employees by negotiating discount ticket sales to such events as Cleveland Indians baseball games, Sea World of Ohio, Cedar Point, and various other family recreation attractions. In the past year, more than 5,000 special activities have been attended by Firestone employees through the help of Kapper's department.

An additional 1,400 employees and family members have visited Hawaii, Spain, Las Vegas, the Caribbean and other "dream" spots through specially arranged employee package trips.

"One of the other big projects we're involved in is helping run the various "Big Four" and "Big Five" sports tournaments which pit the major rubber companies in flag football, basketball, volleyball, tennis, golf and bowling," Kapper points out.

"I know of no other industry that has such a complete slate of inter-company competition. What makes it even more unusual is the fact that with the exception of football and basketball, our women compete in their own competition among the companies," he continues. "If you think Goodyear and Firestone are competitive in the tire market, you should attend some of our sports events."

What's in the future for the Firestone program?

"We're certainly not resting on past laurels," Kapper states. "We started a major renovation of our gymnasium facilities last month (September) which will include completely new showers and locker rooms for both men and the women.

"In our long-range plans, we hope to reactivate our horseshoe leagues and our hunting and fishing club. We also plan to offer a Saturday morning instructional basketball program for employees' children and possible classes in knitting, sewing, cooking, and fashion.

"Down the road we hope that in the near future we will be able to install our own outdoor tennis courts for employees adjacent to our stadium."

Kapper expresses confidence that Firestone's employee activities department will continue to take the lead in innovative programs, to benefit employee morale and maintain Firestone as a leader in industrial recreation. □



Members of all winning sports teams throughout the year are treated to a banquet and awards presentation at the Firestone Country Club.

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travel spotlight

Switzerland: a blend of cultural, scenic and recreational diversity

material provided by the Swiss National Tourist Office

Visitors find each Swiss city uniquely different

SINCE Switzerland is comprised of four different cultures, the major ones being German, French and Italian (some Swiss still speak Romansch), each city has an individual character and is uniquely different.

Berne

In **Berne**, the capital of Switzerland, strolling is the best way to make a random journey of discovery. Just leave your hotel and walk into the medieval streets, sheltered by arcades for five miles, and prepare for enchanting surprises.

Beneath the 14th century, Gothic-styled arcades are rows of charming shops, large department stores and small boutiques specializing in fashion and art.

Soon, you will reach the first square where you will be facing the **Fortress Tower**, which was once a prison. With a slight turn of the head there is the massive **Federal Parliament Building** with its noble Baroque facade. It is certain to provoke most visitors into a frenzy of camera clicking.

As you continue, one of the most familiar landmarks of Berne comes into view — the famous **Clock Tower**. If you reach it on the hour you will hear the deep, rhythmic chimes sounding out the time of day. But don't leave yet. Look up at the clock and see the figures that emerge to perform for bystanders.

At this point you leave the cover of the arcades which protect strollers against rain and snow and enter the open part of the Old Town. You will see the **Town Hall**, the **Cathedral** and get a glimpse of the **Aare River**. By walking down a slope you will reach the **Nydegg Bridge** from which you can watch the tranquilizing swiftness of the fast-flowing river and see the ancient architecture of the centuries-old part of the city.

During your foot journey through Berne you will continually see artistic fountains which date back to the Middle Ages. Through determined preservation, the city founders left them exactly where they were when constructed around 1550.

In the evening you can stroll for pleasure to a choice of nightclubs:

the **Mocambo**, **Chikito**, or even to the **Kursaal**. All have orchestras, dancing, and shows given by the best entertainers in Europe.

Geneva

Geneva is a city with a significant sense of purpose. Over 200 international organizations such as the **International Red Cross**, the **European headquarters of the United Nations**, the **World Health Organization**, the **World Council of Churches** and the **International Labor Office**, are located here. As a center where global issues are arbitrated continually, it has a high degree of international visibility. Seen in the city daily are a sampling of exotics from all over the world: Africans attired in colorful tribal costumes; Indians in saris; field marshals in highly styled, gaudy uniforms carrying their traditional batons; sheiks in flowing, Middle Eastern robes, and potentates dressed with noticeable distinction.

The international look flourishes even more around the **Palais des**

Nations which is the European headquarters of the United Nations and had been the home of its historical predecessor, the League of Nations. Tours are conducted daily for visitors.

Another favorite for tourists is the **Rousseau Island** where Switzerland's native son is honored with a statue. Jean-Jacques, a writer of ecological sentiment, spent many years urging people to go "back to nature". This literary pilgrimage to the island dedicated to him can be made by walking across the **Pont des Bergues** footbridge.

The island located where the Rhone River splits into two branches, was used in the 16th century to protect the city against invasion from the lake. Today, it offers a scenic view of the Lake of Geneva with its familiar landmark, the **Jet d'Eau**, the fountain which peaks to 400 feet, gushing up 110 gallons of

water per second at a speed of 125 miles per hour.

It's a fun city, too. The striptease in Geneva is said to be the sauciest in all of Switzerland. There is a take-it-off bonanza of 45 performers at the **Ba-Ta-Clan** night-club and similar acts at the **Piccadilly** and **Moulin Rouge**.

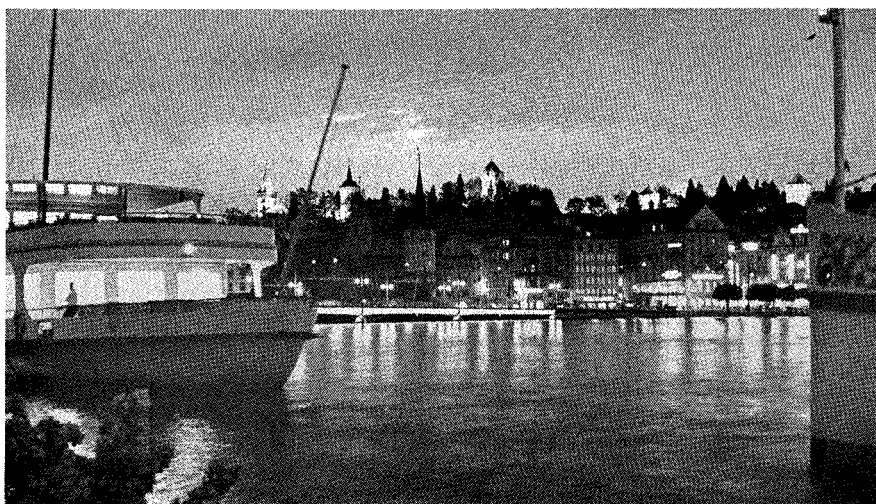
Zurich

In **Zurich**, the **Bahnhofstrasse** is its Fifth Avenue. Extending from the Lake of Zurich at one end to the railroad station at the other, it is lined with fine shops and stores where you can buy a fine Swiss watch, Tiffany type jewelry or stylish Continental clothes.

Zurich is one of Switzerland's chief cultural centers. Its reputation for fine arts has attracted many famous people. **Thomas Mann**, escaping from the ferment of German



View of the city of Zurich and the Limmat River from the Tower of the St. Peter's Church.



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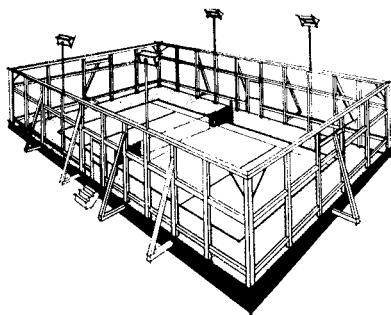
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politics, fled here. The Irish writer, **James Joyce**, stifled by the creative censorship in Ireland, found the lakeside walks inspirational and wrote a sizable portion of **Ulysses** in this Swiss city. **Thornton Wilder** wrote his best-seller "On The Town" — an absolutely apple pie type American play — in Zurich, and **Richard Wagner** composed his opera **Tristan and Isolde** here.

In this city, there is never any reason to spend an idle evening. Throughout the year there is a schedule of concerts, opera, theater and other special attractions. Opera and ballet are performed by international artists at the **Stadttheater**; classical and modern dramas at the **Schauspielhaus**; and concerts at the **Tonhalle**. Night-clubs abound. Some have rather provocative floor shows, and all are excellent for dancing.

Zurich is the largest city in Switzerland. Here you can walk the streets at any hour and return to your hotel in the darkness of early morning feeling totally safe.

Lucerne

In a world where historical architecture is frequently erased through renovation and new building construction, **Lucerne** has guardedly maintained its medieval look. It is still a special centuries-old wonderland where visitors see towers, church spires, and little gingerbread houses.

Among the city's special landmarks are the **Chapel** and the **Mill**, Wooden foot bridges which span the **Reuss River**. Under the eaves of both structures are over 200 paintings by 17th century Swiss masters. The "Dance of Death" is the theme of the paintings in the **Mill Bridge** depicting a period of plague in Switzerland. The art work in the **Chapel Bridge** is devoted to the heroic deeds of the old Confederates and the martyrdom of the patron saint of Lucerne — **Leodegar**. At the Lucerne Art Museum there are paintings by world masters and usually an important personal collection on loan is on exhibit.

The city also has one of Europe's largest transport museums which displays an extensive collection of vintage railroad engines, coaches, antique automobiles, most in working condition. In addition, the museum has an audio-visual presentation of how man has developed transportation through the ages and what is expected in the future. Switzerland's only full-sized planetarium is also in Lucerne.

A mix of cities and resorts in Switzerland provides an enjoyable recreational balance. Other recommended resorts are **Interlaken** situated on the **River Aare** between the lakes of **Thun** and **Brien** and at the foot of the eternally snowbound **Jungfrau**; the lakeside resort of **Lausanne**; **Lugano**, the biggest resort in the **Ticino**, the Italian-speaking canton of Switzerland; **St. Moritz**, the plush playground of the famous and wealthy. There is probably more cultural, scenic and recreational diversity in Switzerland than anywhere else in the world. □

Montreux-Vevey

While Switzerland is filled with charming resorts which have gained favor of tourists, one of the popular places Americans return to repeatedly is **Montreux-Vevey**. This lake-side resort, only 60 minutes from the Geneva International Airport, offers all sports activities, special events and entertainment of every kind.

It has swimming, water-skiing, camping, tennis, yachting, cruises, golf, shooting, fishing, and even skiing all year round on the **Diablerets** glacier. There is nightly entertainment at the **Montreux Casino** which has concerts, evening dances, floor shows and even a bridge club, bowling and a discotheque. A similar casino is at **Vevey**. Another night-club is the **Hungaria** and for plays, concerts, folk-dancing and other cultural events there is a schedule of activities at the open-air theater at Vevey.

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Our Own Private Beach

news in brief

Stamp collecting turns into more than just hobby

Stamps have taken on an added importance in today's era of inflation. No longer is stamp collecting just a hobby, it's a terrific investment.

Today's philatelists are calling themselves investors. Stamp prices, according to a **Wall Street Journal** article, have managed to stay ahead of the inflation rate in recent years. And, many stamps have outperformed the stock market or bank savings accounts.

In fact, a stamp collectors guild now has a "Monthly Stamp Investment Plan," whereby the buyer sends in \$25 to \$1,000 a month, and the dealer picks out stamps with "maximum growth potential."

Stamps today show anything from flowers, animals, trees, fish, birds, minerals to reproductions of great paintings and sculpture.

It is estimated there are about 20 million stamp collectors in the U.S. today. The Postal Service says some 16 million Americans buy stamps for their collections from the post offices.

Business experts see no sign of recession

A group of leading corporate economists predicted recently the nation would escape recession this year but that unemployment and prices would rise and production would continue to drop.

To attract top managers, more benefits needed

"A survey of companies that recruited managers during 1973 revealed a dramatic shift in emphasis toward picking proven performers, and this trend is likely to continue this year if the economy remains dominated by shortages in energy materials and components." So states Coleman P. Colla, senior vice president of Krempel & Meade. "In spite of dismal economic forecasts . . . , we haven't yet detected any diminution in executive recruiting activity. On the contrary, the demand for skilled, capable managers appears to be on the increase."

Colla said that, "Many companies are willing to offer substantial additional inducements to hire the experienced managers. Increased cash compensation, better programs of stock or equity participation, desirable physical location, innovative retirement and insurance programs, and the stimulation of exciting company growth possibilities are coming into more frequent use as attractions for experienced executives. The company which hopes to capture the cream of the executive crop will have to beat the competition in the salary, fringe benefits and challenge they offer to prospective managers."

A sport you may become hooked on

Darts? A lot of people are taking this game seriously today, according to a recent **Wall Street Journal** article. Players are tripling and, in some areas over the past three years, a great deal of money is being placed on tournaments.

Darters say it's infectuous.

English darts is catching on fast in this country. It's the only game played in major tournaments. It uses a board divided into 20 areas like pie slices. Each player has a fixed score that counts at any point in the game. But to end a game, a player must hit the one, narrow, double-score ring in the target that brings

up his tally to the exact number of points he needs to win.

Is the boom in kid's sports good for the kids?

Critics cite increasing evidence of youngsters' "burning out" as athletes before they even enter high school, according to a recent article in **U.S. News & World Report**, yet the boom in kids sports is more evident than ever. Emotional damage is becoming more of a problem to competitors, in many instances, than is physical injury, the article states.

The main culprits, according to some experts, are win-at-any cost adults who put make-or-break pressure on child athletes.

Because of such doubts plus cost and other reasons, many schools bar interscholastic competition below the high school level.

Yet, the boom in organized sports for kids 14 and under shows few signs of abating.

Dr. Lee Vander Velden, a sport sociologist at the University of Maryland in College Park, says he is convinced there is considerable "ego extension" involved by adults who urge on the children.

More unions devote time to eliminate hazards in workplace

According to a story in the **Wall Street Journal** recently, many unions today are sharing the conviction that battling complex safety and health problems should be routine, daily, in-plant duty for organized labor. This idea is spreading among unions who not too long ago gave little more than lip service to health and safety on the job.

A major impetus for the trend is growing dissatisfaction with enforcement of the 1970 Occupational Safety and Health Act.

There are problems with unions trying to do this, however. Many foremen aren't ready to accept the idea of a union safety man. But the unions continue to watch for the safety of company employees.

professional services directory

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Young man, 29, is seeking position as Director of Leisure Services. He holds a B.S. in education and is currently working toward a master's degree in physical education with emphasis on Recreation. No geographic preference. Available immediately. Box 304, RECREATION MANAGEMENT.

* * *

Young woman with B.S. degree in public recreation from Ohio State University is looking for a position as an Assistant Director of an Industrial Recreation Program for either indoor or outdoor activities. No geographic preference. Box 309, RECREATION MANAGEMENT.

* * *

Male, 26, is available immediately to handle an administrative position with a corporation having a modern outlook on employee recreation. Has experience as Park District Supervisor. Midwest location desired. Box 314, RECREATION MANAGEMENT.

* * *

Man with master's degree in education with a major in recreation administration is available immediately as Recreation Director of an employee program. Just

CLASSIFIED

RATES: regular type—20 cents per word; bold face type—30 cents per word. Copy must be received by the 5th of month preceding issue in which ad is desired.

completed his graduate fieldwork with large Eastern Corporation. Available immediately. Willing to relocate. Box 316, RECREATION MANAGEMENT.

* * *

Young married man with B.S. degree with honors in recreation, business minor, seeking position as Assistant Recreation Director or administrator. Experienced somewhat in administration, programming and supervision. Will relocate. Available now. Box 317, RECREATION MANAGEMENT.

Young woman with B.S. degree and five years' experience in recreation seeking job in industrial recreation. Experienced in administration, programming and

supervision. Will relocate. Available Oct. 1, 1974. Box 318, RECREATION MANAGEMENT.

HELP WANTED

REPS AND DISTRIBUTORS WANTED FOR MacLEVY-HELO, Est. 1893, Largest Mfg. of Saunas, Exercise and Recreation Equipment, Now Appointing Reps and Dist. Contacting Dealers and New Construction. Leads and Inquiries Re National Advertising Furnished. Sales Kit, Blueprint Layout Service, New Construction Reports. Write Monty MacLevy, Pres. MacLEVY-HELO, 92-21 Corona Ave., Elmhurst, N.Y. 11373.

washington scene

by John G. Tutko, CIRA
Chief
Headquarters
United States Air Force
Recreation Services
Directorate, Administrative Services

Proposed lead shot ban

Proposed regulations designed to stop further deposition of lead pellets, which occurs during hunting in areas frequented by aquatic birds, is being published in the **Federal Register** starting in 1976. Comments on the regulations are invited and will be considered if submitted prior to November 15, 1974. Public hearings are scheduled to be held in four major cities across the nation before a final decision is made. If passed, the regulations would require the use of steel shot or other types of pellets that are not poisonous. This would apply only to the hunting of ducks, geese, swans and coots. Copies of the draft of the Environmental Impact Statement are available by writing the U.S. Fish and Wildlife Service, Office of Environment Coordination, Washington, D.C. 20240.

Send message to D.C.; it's a bargain

According to the **National Parks and Recreation-Service Action Report**, Western Union will soon be providing a unique service. Mail-O-Gram will enable anyone to bring a message of 100 words or less to Congressmen, administrators and government officials in Washington, D.C. for \$2. The toll free number for the service is (800) 257-2211, and the sum can be placed on your telephone bill.

Air travel regulations for the handicapped

The Federal Aviation Administration recently published a set of new rules designed to ensure more "equitable treatment of physically handicapped persons traveling by air."

The rules define handicapped (as far as air travel is concerned) as "those who may need the assistance of another person to expeditiously move to an exit in the event of an emergency evacuation." Under the new rules, no airline may refuse to carry a handicapped person who is blind or deaf; anyone presenting a medical statement affirming that he does not need assistance in an emergency evacuation, or any handicapped person who can be carried in accordance with the new regulation. Other provisions include: the total number of unaccompanied handicapped on any flight can not exceed the number of exits; they would be assigned to seats near but not blocking the exits. □

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St. Charles Hospital
Oregon, Ohio
Jolene Weaver

GTE De Relaciones, Inc.
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Carlos De Zamacona

City of Lakewood
Department of Recreation &
Community Services
Lakewood, Ca.
Richard Warner

General Electric Company
Cincinnati, Ohio
Dan Zieverink

Kerr McGee Corporation
Oklahoma City, Oklahoma
Michael McDaniel

Polaroid Peers Club
Cambridge, Mass.
John Savarese

Biltmore Country Club
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Frank Fiala

Baycoat, Ltd.
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Union Products Co.
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Steve Snyder
Nicholas Vitto
Mark Pfister
Carolyn Baiamonte
Robert McKinley
Ross Townes
Kathleen Simpson
William Grainger
Ted Gunnarson

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Joseph Green
Todd Weiner
Mary Ann Perry

Linda Eppling
Peter Snelling
R.C. Amundsen
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Merrimack College
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Robert Hatén

North Carolina State University
Raleigh, N.C.
Dr. Thomas Hines

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74 New Company Members

Record Day In NIRA's History

The largest number of new members to be obtained at one time in NIRA's 33-year history, joined the association on August 19, 1974. Seventy-four companies in the Phoenix, Arizona, area joined the association. These companies comprise the Phoenix Industrial Recreation Council. The list represents about 96,000 company employees.

Ameco, Inc.
Phoenix
Sandy Haile

American Airlines
Glendale
Bill Tarby

American Express
Phoenix
Elberta Copeland

Air Research Empl. Club
Phoenix

Russ Schofield
Ariz. Air Tool Co., Inc.
Tempe
M.G. Hindelang

Arizona Bank
Phoenix
Betty Restivo

Arizona Blue Cross Blue Shield
Phoenix
Jerry Lawrence

Ariz. Children's Hospital
Tempe
Carl Anderson

Ariz. Engine & Pump Co.
Phoenix
Margaret Charlton

Ariz. Public Service Co.
Phoenix
John Woodford

Ariz. Title Insur. & Trust Co.
Phoenix
Del Kindred

Beckman Instruments
Scottsdale
Mike Snedeker

Codesco, Inc.
Phoenix
Frank M. Scherer

C.O.P.M.E.A.
Phoenix
Dar Willis

Crystal Bottle Water
Phoenix
Judy Spach

Dayton Hudson Corp. —
Diamonds
Phoenix
Richard R. Vollmer

Eaton International Company
Phoenix
Theresa Tweeddale

Economic Security Dept. of
Public Welfare
Phoenix
Francis G. Bauer

Great Western Bank
Phoenix
Carol Somers

Dickson Electronics
Scottsdale
Lorraine Greager

F & B. Mfg. Company
Phoenix
Richard L. Ackerman

First Federal Savings & Loan
Phoenix
James Q. Anderson

First Nat'l Bank of Arizona
Phoenix
Patricia Dawson

Gen. Motors Proving Ground
Mesa
R.R. Stewart

Glendale Service MDT
Glendale
Janet Widney

Goodyear Aerospace
Corporation
Litchfield Park
K.C. Lewis

The Greyhound Corp.
Phoenix
Louis B. Raffel

Hallcraft Homes, Inc.
Phoenix
Bruce F. Johannes

Hanson's Inc.
Phoenix
Glen Hogue

Honeywell Information Systems
Phoenix
Bill R. Lowe

Hughes Airwest
Phoenix
Colleen Brems

IBM Corporation
Phoenix
Roger Kline

Industrial Commission of Ariz.
Phoenix
Maxine Gurley

ITT Cannon
Phoenix
Judy Hayden

Richard E. Joachim & Assoc.
Phoenix
Rich Barker

Karsten Mfg. Corp.
Phoenix
Al Maston

W.A. Krueger Company
Phoenix
Lora Lee Larson

Maricopa County
Personnel Dept.
Phoenix
Richard E. Dean

Mercury Tool & Dye
Phoenix
Betty Belgenorth

Motorola, Inc.
Scottsdale
Bill Bruce

Mountain Bell
Phoenix
Donald A. Miller

P.B.S.W.
Phoenix
Maureen Lemon

Pen-Mor Mfg. Corp.
Tempe
Thomas W. Ochs

Phoenix Postal Council
Phoenix
Dick Bertagni

Prudential Insurance Co.
Phoenix
Mary Graziano

Prudential Property &
Casualty Co.
Scottsdale
Con Carillo

Quadri Corp.
Phoenix
W. Michael Yohler

Reynolds Metals Co.
Phoenix
Shonnie Griesbach

Rogers Corp.
Chandler
John Marshall

Safeway Employees Assn.
Phoenix
Mary. E. Smylie

Salt River Project Pera-Club
Phoenix
Milt Rouss

Sea Ray Boats, Inc.
Phoenix
R. Bath

Semi Inc. Div. of EM & M
Phoenix
Hazel M. Sell

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Jack Fischer

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Roger Tompkins

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Linda Ruppert

Sperry Flight Systems
Phoenix
Lois Harding

Amstar Corp. Spreckels Sugar
Chandler
Robert Kelly

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Phoenix
Tom Warenken

State Compensation Fund
Phoenix
Sam Bertoni

State Farm Insurance Co.
Tempe
Ike Icenhour

Sun Valley Cable Inc.
Sun City
Tom Le Moine

Tempo
Tempe
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Theta-Com of Calif.
Phoenix
Janice Renth

Times Wire & Cable Co.
Phoenix
Ed Joya

Unidynamics
Phoenix
Al Stevens

United Bank of Ariz.
Phoenix
Maggie Biastock

Valley National Bank
Phoenix
Connie Combs

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Phoenix
Michael R. King

Walt Adams Buick, Inc.
Glendale
Vaughn Patterson

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Phoenix
John Budoff

Western Savings & Loan Assn.
Phoenix
Earl Baldwin



NIRA INFORMATION

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered. □

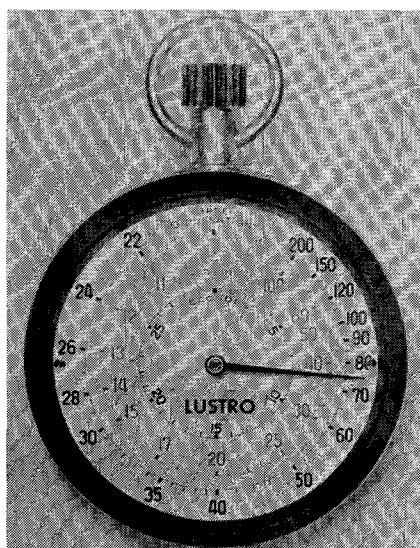
new products

1. Pre-figured pulse, respiration timer

A pre-figured pulse and respiration timer has been introduced which can accomplish three things. As a **pulse timer**, just depress the crown, count 10 pulsations of your athlete and then stop the timer. The Black figure (outer lane) that the second hand is pointing to is your athlete's pulse rate for one minute.

As a **respiration timer**, just depress the crown, count five respirations of your athlete and then stop the timer. The Red figure (middle lane) that the second hand is pointing to is your athlete's respiration rate for one minute.

As a standard 30-second timer, the innermost lane can be used as a normal stopwatch (30 seconds per one revolution). You can use this lane to time abnormal pulse rates for one minute.



2. Snowmobile film

The right and wrong ways to operate a snowmobile are demonstrated in a new film done in cartoon fashion, "Snowmobile Safety

Savvy." The new 16mm color film, is 15-minutes long and uniquely combines animation and live-action photography. It is available free on loan to snowmobile clubs, schools and other organizations or individuals interested in promoting snowmobile safety.

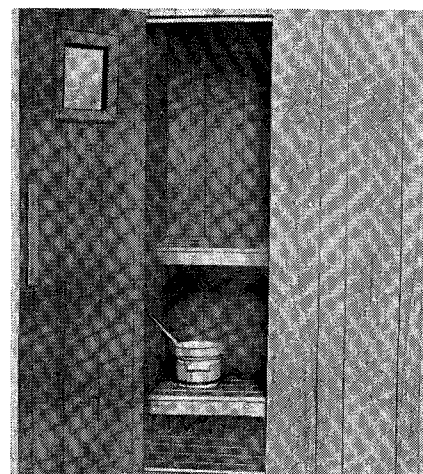
The film is narrated by Eddy Albert and was produced by Hanna-Barbera Productions, Inc.



3. Sauna pre-fabs from Finland

Complete authentic Finnish Saunas, pre-fab, prewired with 110-volt plug-in heaters are now available in the U.S. ready for easy assembly.

The saunas come in a complete variety of sizes starting with 4 feet by 4 feet wide by 6 feet by 6 feet high, two bench units, to large size saunas suitable for club installation. All units feature U/L listed heaters with automatic control panels and special Finnish "Konno" Sauna Rocks.

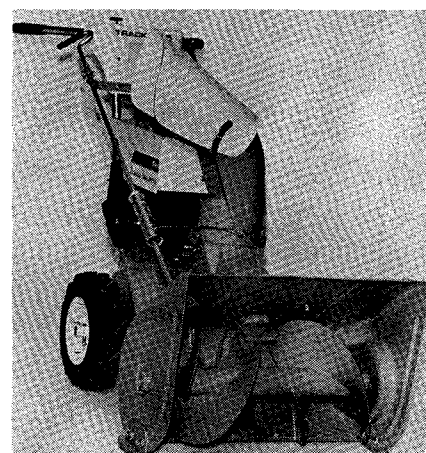


4. Snow thrower

A new tracker-5 snow thrower, featuring a 5 horsepower, two-stage operation for easier and more dependable snow removal has been introduced.

The two-stage operation incorporates a new paddle wheel concept for more efficient discharge of snow, eliminating the possibility of clogging. A 24 inch auger brings snow toward the center of the machine where three paddles scoop up the snow, ice and slush and throw it out the discharge chute.

The auger also chops through frozen ice and snow with ease, while self-aligning shaft bearings allow automatic readjustment if the auger strikes a snow covered curb or large rock.



5. Efficient, economical insect control

With a lightweight resonant pulse jet engine, this insect control gives greater output of chemical for its weight than any other chemical dispensing machine. This means a larger area can be treated carrying less chemical and using less fuel.

It operates with a completely clean exhaust and produces no carbon monoxide and other objectionable hydrocarbons.

The calibrated dial, conveniently located at the top of the machine, allows fingertip control of fog output, providing low volume and small particle fog for indoor use, which tends to suspend in the air and move with air currents in all directions.

6. 'Soft' softball for children

A new 12 inch synthetic leather-covered "soft" softball, ideal for children, has been introduced. It is red laced for better visibility, and has a cork and rubber core that limits both flight and sting. The synthetic leather provides greater durability than leather, and is especially suited for physical education programs where gloves are not used by the players.



7. Bike rack locks all major parts

A bicycle rack that locks all major bike parts — front wheel, frame and rear wheel, helps to prevent theft.

The Bike-Safe rack, is easy to use. The rider rolls it into the steel "corral" then moves the bike to the right so that two locking studs pass through the spokes of the wheel. The rider then moves a locking bar to the right to engage the locking studs.

The user need supply only a case-hardened padlock to lock the two parts of the rack together. No chain is required.

The rack is constructed of a heavy-gauge galvanized steel that is not vulnerable to bolt cutters.

8. Tennis learning system

Developed for the beginner and intermediate players, the tennis self-instruction kit contains all that is necessary to learn the basic strokes of tennis at home. With the kit you can learn and practice the forehand and the backhand, the volley and the service strokes, while developing wrist control, grip and hand position. The kit contains an instruction manual, a cassette viewer with a film showing the different strokes and three mechanical aids that show the right grips and help practice them even in the reduced environment of a home.

The unit is excellent for "grooving" your strokes and developing your tennis muscles.

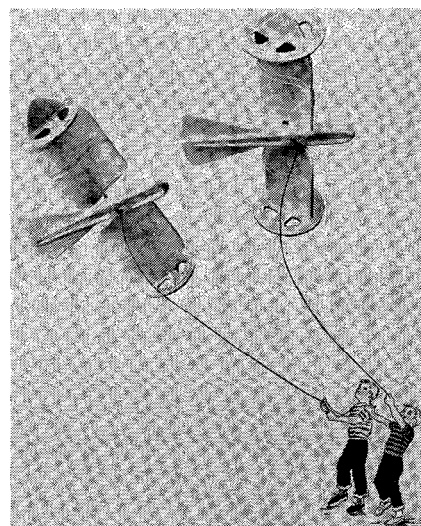
9. Rotaflyer — new model airplane

For the first time, recreation directors can buy model airplanes, called "Rotaflyers", that will fly all year long with no motor, no fuel, no rubber bands and virtually no wind at all.

Through a new concept in aerodynamic design, just slight air movement causes the Rotaflyers' wings to spin and the plane creates its own lift.

To fly, just attach the cord and place it on the ground. A slight pull — the wings spin and the Rotaflyer is airborne.

It has been flown 1,500 feet straight up and sustained in more than five hours of constant flight.



new products

R/M 10/74

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Please send more information on the new products circled below.

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8 9

☐

Please enroll me as a new subscriber to R/M. (One year—\$5; two years—\$8; three years—\$10)

☐

Please send more information on NIRA membership (specify 'company', 'associate', 'individual' or 'student').

Name _____

Company _____

Address _____

City _____

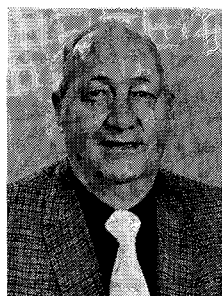
State _____

Zip _____

SEND COUPON IN ENVELOPE TO:

National Sales Director, NIRA, 20 N. Wacker Dr., Chicago, Ill. 60606

Meet Your Board



Howard D. Bunch, Operations Officer of the First National Bank of Denver, has been re-elected Vice-President of Finance of NIRA. The election came as the high point of NIRA's 33rd annual conference in Atlanta, May 17-22. "I have held the office of Vice President of Finance for the past two years and I believe that I am well qualified for this position because of my knowledge of NIRA's finances and my experience in the association. I feel that with our very fine finance committee, consisting of Andy Zadany, Dick Wilsman, Mary Kennelly, Joe Schranck, John Meyer, the presidents, and myself, we have really made inroads on our financial picture."

Howard began his career in recreation in the '30s, when he was hired by the First National Bank of Denver straight out of college. One of the top softball pitchers in Colorado at the time, he coordinated the Bank's only existing employee activity. Gradually, the program spread and Howard became Operations Officer and Assistant Cashier. Before becoming NIRA's Vice President, Finance, he was Senior Director of Region VI and Co-Chairman of the 1970 Denver National Conference.



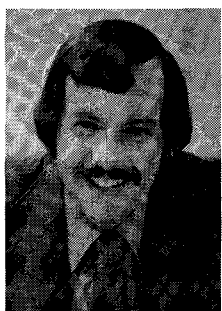
Fritz J. Merrell, Employee Activities Supervisor, Industrial Relations Department of Olin in Pisgah Forest, North Carolina, was re-elected to the Board of NIRA during the 33rd annual conference. He serves as Vice Pres., Program Services.

Merrell is a charter member of the exclusive group of those in industrial recreation who have achieved the status of Certified Industrial Recreation Administrator in North America. In 1961-62, he received a citation for being the outstanding senior director of NIRA. The following year, he

was honored by the North Carolina State University Department of Parks and Recreation for meritorious service.

In 1970, the Olin Recreation Program, under Merrell's direction, was honored by NIRA and was awarded the Helm's Foundation honor for having the best employee recreation program in North America for companies with 1,001 to 5,000 employees.

In addition to his work at Olin, he is active in a number of community affairs. He is a member of the North Carolina Parks and Recreation Society, the American Recreation Society, the National Recreation and Parks Association, the North Carolina State Firemen's Association and the Transylvania County Community Council.



Kirt T. Compton, Executive Secretary of the Kodak Park Athletic Association, Eastman-Kodak Company, Rochester, has been elected to the NIRA Board as Region I, Junior Director.

He brings to the Board more than 14 years experience, six of which have been in Kodak's Recreation Department. In his post as Executive Secretary, Kirt supervises a staff of eight recreation counselors; six clerical personnel and eight bowling lane attendants. During the summer, the company employs 16 additional people to help run the

junior softball and tennis programs, which he supervises.

Kirt holds degrees in Recreation and Personnel Management.

In addition to his post at Kodak, he is a past Chairman of the Industrial Management Council Sports and Recreation Group and a member of the Monroe Community College Advisory Board's Recreation Degree Curriculum Program.

Industrial Recreation in Russia . . .

continued from page 12

plan calls for further increases and benefits.

Should a worker yield to the pressures to continue working, he receives both his pension and the salary for the job he is doing. Even if he retires, he may be called back to the job from time-to-time to serve as a paid consultant for younger workers. Pensioners also receive transportation passes and discounts at the trade-union resorts for as long as they wish to use them.

One comes away from the Soviet Union with the impression that everyday life is not nearly as bleak as generally assumed by most of us who have never had a chance for a visit. On balance it would seem that life for the average worker in both countries is as similar as our government ideologies are different. □

Camping vacation can be a bargain

Newest figures compiled by Kampgrounds of America, the nation's largest franchised camping operation, reveal that on a typical camping vacation, a family of four can get by for around \$62 per day, including gas and oil, accommodations, food and miscellaneous (tolls, film, entertainment, etc.). The same family, staying in motels and buying their meals, will average \$92.60 per day. In other words, the camping family will save \$275.40 on a nine-day vacation.

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or

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NOVEMBER 1974

THE JOURNAL OF EMPLOYEE RECREATION
HEALTH AND EDUCATION

recreation management

IN THIS ISSUE: Superstructure: Xerox, Leesburg, Va.,
Gym/Pool Complex . . . How to Work With Planning
and Design Architects . . . Inflation and the con-
struction Industry . . . How to Erect a Recreation Serv-
ices Rack . . . Goodyear's Innovative Indoor Golf Facility
. . . A new Trend in Recreation — Industrial Parks

Facilities and Planning Issue
Xerox's Sleek, Striking Gym/Pool
Complex in Leesburg, Va.
See story page 6.

ALL-AMERICAN

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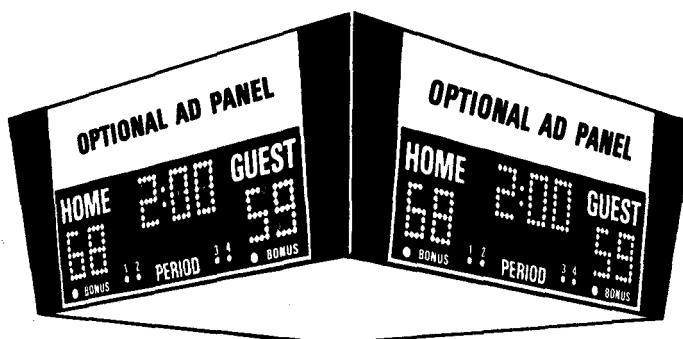
we've a basketball scoreboard that can't be beat!

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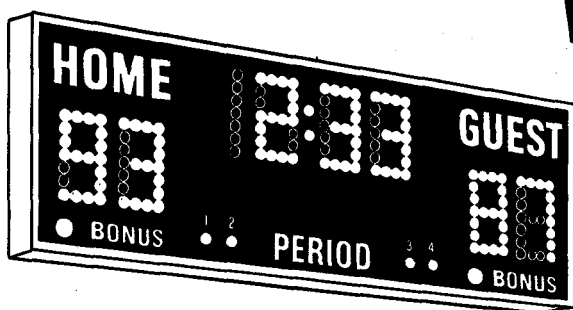
advise everyone of bonus situations ... and meticulously record every second of play and score the game into the hundreds with the utmost accuracy and speed. Be an All-American host — at home.

Of course you can afford a four-sided scoreboard! Find sponsors (up to four) for the ad panels, contract the space to them and you've the board of your dreams at a vastly reduced price. And think of all the fans who'll congratulate you on being an All-American host at home.

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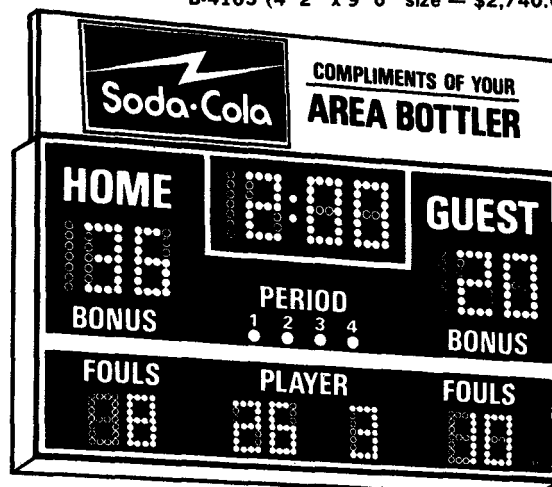


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recreation management

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Vending company president advocates 'canning', reducing commissions, but idea isn't salable among NIRA members

A recent issue of the Wall Street Journal carried an advertisement (see page 3) paid for by John T. Pierson, Jr., President, The Vendo Company, and a Director of the National Automatic Merchandising Association, advocating "canning" or reduction of vending installation commissions.

This is one vending machine item that just isn't salable to NIRA members.

But there is a different idea which could be potentially marketable among industrial recreation directors.

More than half the recreation programs conducted by NIRA organization members are supported to some degree by commissions from vending machines. Most companies use the commissions to finance employee welfare and recreation programs, which explains why overall operation of the machine is often the direct responsibility of the recreation director.

Let's face it, employees in industry want the vending service. However, there are hundreds of companies, hospitals, departments of government and so forth (many of whom are NIRA members), who aren't taking advantage of this.

NIRA asks the vending companies to consider expanding their market rather than potentially reducing it. Go to companies and suggest having them install your machines. Educate them, let them know that they may use the commissions to help finance recreation programs — which the company may already be supporting in part or full.

Why speak of canning commissions? First of all, competition is stiff among vending companies. Those who elect to diminish or reduce commissions may be eliminated from company premises, for there will always be a competitor anxious to move right in.

In addition, Mr. Pierson suggests vending machine service may be improved if commissions are reduced or eliminated. This sounds fine in theory, but whether or not services are improved, the fact remains that vending machine operators are using company dollars — company space, lighting, electricity. And, the recreation director must devote part of his work day to supervision of the vending machines — he frequently will take time to refund lost money (but is reimbursed) and he must call for maintenance on a machine which is out of order

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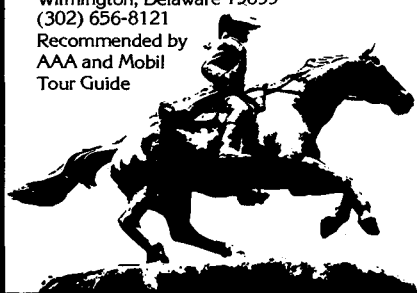
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About the cover

The Xerox International Center for Training and Management Development enrolled its first students on June 2, 1974. Today, the mammoth Center, built at a cost in excess of \$70 million on a 2,200-acre site, includes living/learning facilities for 1,014 men and women. In the foreground of this scale model is an integral part of the site — the gym/pool complex, (completed late last month) where students and staff enjoy indoor and outdoor physical fitness programs. W. Brent Arnold, Manager, Physical Fitness, and Recreation, tells how the gym/pool facility was built and some of the problems involved in this month's cover story on page 6. (Cover photo by Dave Davis).

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and related tasks.

Your RM Editor contacted the National Automatic Merchandising Association, the association of vending machine operators, to get its position on the "no commission" concept advocated by Mr. Pierson. The NAMA President stated that Pierson's ad is "no

reflection of the NAMA's position on this."

To date, vending machine installations have benefited from being in companies. Why lose this benefit? The employee using the machine is not complaining, so why should the vending machine operators? □

This is the ad which appeared in the Sept. 6, 1974 Wall Street Journal.

"How much commission should your company receive from your vending operator?"



John T. Pierson, Jr.,
President, The Vendo Company.
Director, National Automatic
Merchandising Association.

"I'm talking about the vending operator who supplies you with coin operated venders, fills them, services them, then pays you a commission

Consider the vending operator's situation.

He *wants* to offer you and your people the most modern vending equipment he can. He *wants* to serve high quality food and brand name snacks, candy, and beverages. He knows when he does this, he is deliberately increasing his capital investment and product cost to offer your people only the finest.

"Unfortunately, through the years, a myth has grown. That is the myth that a 'commission' is somehow due on sales made through vending equipment.

"It truly is a myth. It is based on the false assumption that, somehow, there can be a sharing' in the profits of the vending operating company for the privilege of providing a service.

"Your vending operator must make a return on his capital. Just as you do. If he didn't he wouldn't be in business for very long.

"You provide this food and refreshment service to your employees to help satisfy their needs and wants. It should be to the same high standards as you expect from them.

"So, what can you do about all this? When you select a vending operator, emphasize that you are more interested in high-quality food and beverages, and good service than you are in the size of the 'commission.'

"Through the years, I have observed that the most successful vending companies are moving toward the 'no-commission' concept.

"These companies build their businesses on the philosophy of *no compromise* on quality or service.

"They succeed. And, with those principles, they deserve success.

"They also deserve your business."

John Pierson

The Impact of Increasing Leisure Time on Society and Corporate Administration

by Dr. Keith Roys
Professor

School of Social and Community Services
Department of Recreation and Park Administration
University of Missouri

(excerpts from talk given at Atlanta Conference)

Leisure is an element of time; a block of time. More commonly, this time has to some extent been described as discretionary time, that is to say, time **left over after** all other requirements for subsistence and existence are satisfied. **Subsistence** includes that which a person must do to earn an income or prepare himself for earning an income. **Existence**, refers to that time which is spent in taking care of the physiological needs of life—eating, sleeping, elimination, and the like. This has been the more or less traditional approach to identifying leisure, explained Dr. Keith Roys.

However, he noted, "We are seeing things changing in some segments of our society—or within certain cultures of sub-cultures. We are finding more people choosing to enter service types of vocations. In many instances these positions do not pay as high a salary. Why? To a large extent, when asked these people said that job enjoyment was more important than the amount of money they could earn, as long as they could bring home enough to live on.

"This may sound strange to many of us in this time of economic inflation and even stranger to those of us who have been conditioned differently, as a result of living through the depression; but the fact remains, job satisfaction has taken on increasing importance. I suspect there are several, if not most of you who are doing what you are doing for this very reason," he suggested.

"It needs to be pointed out also that a few people are allowing the pursuit of their leisure interests to infringe upon their existence time, even to the point that their physical and/or emotional health becomes endangered. Examples of this range from the person who races home from work to drop in a soft chair in front of the TV with a can of beer, to the person who "tries" drugs. Somewhere inbetween we see the person who sacrifices sleep or a well-balanced diet in order to participate in a favorite leisure activity.

"If these indicators are indeed accurate, I believe we can say we are in a transitional period and that the aforementioned definition of leisure will no longer

suffice. We must alter this to say that leisure is time that takes place **other than** when a person is involved in activities of subsistence and existence. Now this may sound like a fine line of distinction, but it is a serious matter to consider as people responsible for leisure programs. Today you are faced with an increased responsibility for the health and welfare of your participants—to a greater degree than ever," he said.

"What has caused a change in leisure? The population explosion—it has only been a very short time that we have seen what some call a zero population growth in the U.S.

"Automation, which of course when combined with the modern computer technology, has brought on new problems in the areas of cybernation. Those of you who have had a chance to read **Donald Michael's "Cybernation, the Silent Conquest,"** are aware of some of the outcropping concerns.

"Expanded health benefits have changed our lifestyles—healthier babies and greater longevity.

"For sure, population mobility is an important factor. The rural life predominate near the turn of the century, was seen to move to urban then to suburban areas. And today, some are moving back to the urban core, others are moving to the open spaces. In addition, and related to this population shift, we must recognize potential changes in government—regional planning is gaining support—special recreation and park districts (where enabling legislation permits) are being established and the social and behavioral scientists are greatly concerned with the impact of the megapolis."

Dr. Roys examined some of the current factors affecting leisure. "What is happening to the economy and how is it affecting the recreation movement? Are people actually staying home and using local facilities to a greater degree as a result of the energy crisis? Now that the gas supply has become more plentiful, even if we are paying about twice the price per gallon than we did a year ago, are we going to have a resurgence in the tourist business?

"Another important question—is the concern for 'spectatoritis' any greater than it was 5 or 10 years ago? Should we be more concerned? Are we becoming a sedentary society?

"Neither can we ignore the impact of changing moral standards or the women's liberation movement on our society.

"Although I do not suggest that **Sebastion De Grazis's** work through the **20th Century Foundation** should necessarily be taken as an accurate interpretation of conditions today, it does seem important for us to recognize one or two points he made—for example, people are spending more time commuting to and from work than before because of chosen place of residence and congested traffic conditions. He also said the variety of functions a man performs during his leisure are often broken into a large number of segments which **result in few periods when man can have a block of time for recreation**; and even then, when he does, he will sometimes use this time to moonlight rather than recreate.

"Where then does recreation fit into the picture? And in particular, where does employee recreation fit in? One of the underlying principles of recreation is that a person participates in recreation during his leisure **because he wants to**. No other motivation is necessary. This does not preclude secondary values or reasons for participation—improvement of health, social values and learning new avocational skills, to name a few.

"What does this mean to the employee recreation director and to management? Your first concern should be the interest of the employee in his recreation interests—it does not mean you need to go out and steer employees into certain activities so they will recreate in what **you** think they should—nor to invent new activities to bring in more people. It does mean however that you should make every effort to provide the kinds of services the individual wants. One aspect of employee recreation I like, as opposed to one of the sister areas, is that most employee recreation associations develop new activities as a result of an individual coming into the director's office with a new idea."

In this light, Dr. Roys said, "should the employee recreation director and his program be a tool of management? Should they be a tool of labor? Ideally the answer is **neither**. From a practical point of view, in most instances it depends upon who holds the purse strings. What is the impact of increasing leisure on corporate administration of personnel programs? From management's point of view, what personnel programs are most viable?"

Before approaching these questions, Dr. Roys stated that he is talking in generalities—"to a large extent we are ignoring the reality that each company has its own personality; even two branches of the same corporation located in different geographical areas will have differences."

Taking a look at questions management might ask about recreation, Dr. Roys mentioned the following:

1. What value is this program to me? What can I measure to show that our profit has increased because of the employee recreation program?

2. Has the result of establishing a recreation program provided our company with a profile compatible with an image we wish to leave with the public and the stockholders? This point, like some of the following, is difficult to work with, but none the less important, because it is difficult to attach a dollar value.

3. What are the possible legal entanglements? One company's attorneys recently became extremely concerned when several injuries and even a death occurred as a result of a bus accident. The bus happened to have been carrying a group of employees back from a skiing trip which had been sponsored by the recreation club.

4. What are the dollars involved—can we afford this program? Will we need to provide office space? Parking spaces? Transportation? Utilities? What about other staff benefit costs? Even if the employee is paid from non-corporate funds—it still costs money to write pay checks, keep social security and withholding records, and the like. Are we willing to turn over to the Association profits from vending machines? Or is there some other way we might prefer to spend this revenue?—But an equally intriguing question for the companies that do have successful employee recreation programs is can we afford to not support this program in terms of personnel relations?

5. Will the initiation or continuation of a program like employee recreation be a benefit **to**, or have a detrimental effect **on** any plans that we may have on changing employee work schedules—like the swing shift or variations in the three and four day work week?

6. Will starting or stopping any given personnel benefit result in an adverse effect on any other personnel programs? Will we rob Peter to pay Paul?

7. What are some of the things management might be interested in doing that relate to this subject?"

To answer question #7, Dr. Roys suggested in the future we might look forward to some form of revenue sharing for industry. "Those of you close to the subject of revenue sharing when it was recently working its way through Congress, know that in the initial bills, recreation had not been included as one of the ways in which these funds could be spent. Thanks to some alert people, this was caught and considerable effort was applied at the national level which resulted in adding recreation to the list."

In discussing other benefits relating to recreation, Dr. Roys said, "What about the possibility of a free trip to Hawaii being given to a worker who achieves an established goal. Whom do you think would be given the responsibility of administering the program?"

"Are there any support services in the corporate structure that could be used by the recreation association? What about investment advice or engineering consultation."

(continued on page 8)

The Physical Treatment of a Company of Good Minds

Sleek, striking Xerox, Leesburg recreation facility reflects company's belief that a physically fit employee is a mentally fit, productive employee

by W. Brent Arnold
Manager, Physical Fitness and Recreation
Xerox International Center for Training &
Management Development
Leesburg, Va.

WHAT is it?

It's a hill village. A six-level terrace. An Aztec temple. It is both stunning and retiring. It is tomorrow surrounded by yesterday. It is the Xerox International Center for Training and Management Development, situated on 2,265 beautifully wooded acres on the Potomac River four miles east of historic Leesburg, Va., and 30 miles west of Washington, D.C.. It is the culmination of a Xerox dream to offer the very best training and development programs to its employees.

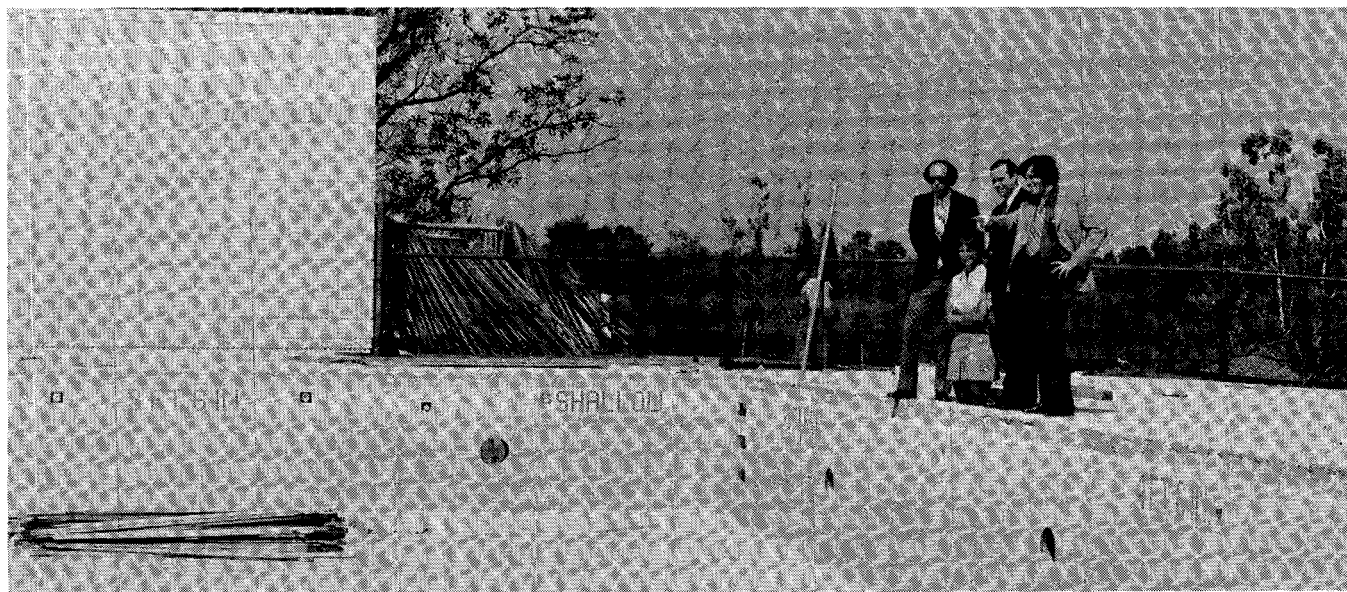
The Center's concept is unique in industrial training. Students learn, eat, sleep, work, and play, for periods of up to five weeks at a time, in a total living/learning environment.

Xerox believes that a physically fit employee is a men-

tally fit, productive employee and the Leesburg recreation facilities reflect this contention. On this basis, in 1965, Xerox made a commitment to its employees in Rochester, N.Y., to develop the finest physical fitness and recreation programs and leadership possible. This commitment was a major consideration in the planning of the gym/pool complex at the training center in Leesburg.

Other considerations were efficient use of the land; safety and convenience; economy; effectiveness of supervision; aesthetics; efficient maintenance; accessibility; maximum flexibility; multiple and functional use; and awareness of building codes and standards.

The result: a strikingly structured single gymnasium/double gymnasium combination with an outdoor swimming pool and activity areas. Builders adhered to



CIRA Brent Arnold (right) checks out the newly completed tile job at the pool with colleagues (left to right) Henry N. Spector, Manager of Plant Engineering and Maintenance; Joy Muse, Summer Utility Worker; and Philip J. Murphy, Manager, Administrative Services and Support. Arnold holds an M.S. degree in Recreation Management from the University of Oregon, Eugene. He heads a staff of professionals with degrees in physical fitness or related fields. (Photo by Dave Davis).

strict ecological controls to avoid pollution of the atmosphere and streams and to avoid damage to the indigenous soils and vegetation.

The complex is a laminated wood structure — African mahogany siding and skylights — with ribbed block exterior; the roof is fired clay tile. The floor is made of an extruded urethane sports surface capable of withstanding the beating of joggers' feet as well as the activities of students playing basketball, volleyball, and badminton.

WHAT were some of the planning problems encountered?

One of our problems — how to have a versatile facility — was solved for us by the innovative design. The Philadelphia architects we used ingeniously incorporated under one roof both a double gym (12,000 square feet) and a single gym (6,000 square feet).

Another challenge was to plan a program for more than 1,000 students and a staff of almost 500 — people of various interests and ages. Variety had to be our key word in this area of concern.

THE COMPLEX has a formidable list of indoor & outdoor leisure activities.

Indoor facilities include an exercise room with mechanical treadmills, ergometers, and a 16-station circuit trainer; two squash courts; two handball courts; two basketball courts; three volleyball courts; four badminton courts; and an indoor track.

Among outdoor facilities are four tennis courts; four paddle tennis courts; four handball/squash/tennis practice walls; a mile-long jogging track; a softball diamond; a football/soccer field; a 25-yard swimming pool; an 18-hole putting green; a picnic area; two basketball courts; four volleyball courts; two horseshoe courts; and two badminton courts.

Since not all students wish to participate in competitive events, we have located recreation materials in each of the five living/learning modules, approximately one-fourth mile from the gymnasium. Here are lounge areas and 'quiet rooms' where one will find billiards, table tennis, pianos, cards, checkers, chess, and other table games.

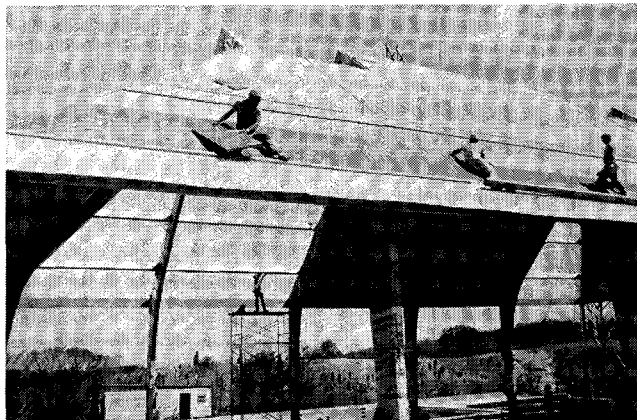
STAFFING the facility was not a problem. I found a crew of enthusiastic people, all of whom agree with my philosophy: The World's In Better Shape When You Are.

As soon as students arrive at the Center, they receive literature on our recreation facilities plus this message:

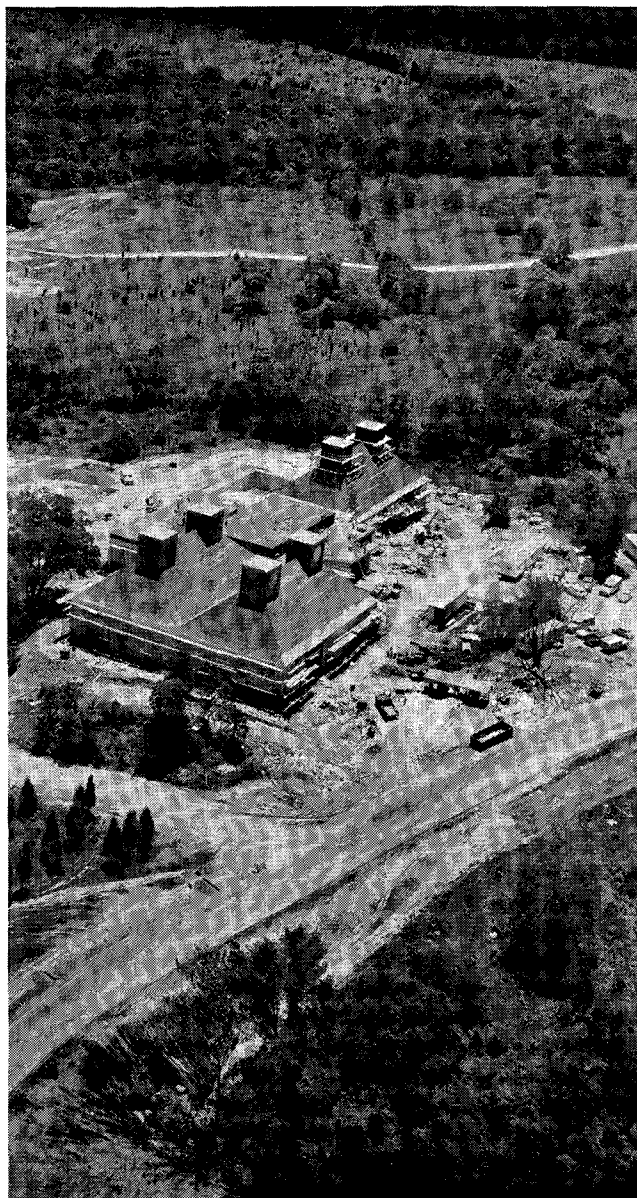
"We at Xerox believe you will work hard in this educational atmosphere. But we also want you to take time for physical fitness and recreation. As you know, Xerox employees are always on the go. Too busy with the demands of business, we often neglect our health and let our physical condition deteriorate.

"Because we are often under stress to meet deadlines and other responsibilities, we are consequently susceptible to cardiovascular disease and back prob-

(Continued on page 8)



Construction workers complete the roof on the gym/pool complex. (Photo by Dave Davis.)



The roof is on; the six attractive and unusual skylights are in place. The gym/pool complex at Xerox International Center for Training and Management Development opened for student use on October 14, 1974. (Photo by "Air Photographics, Inc.")

names in the news

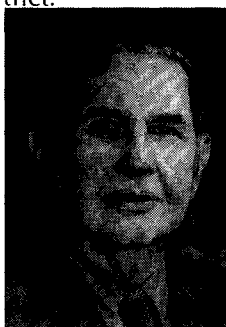


W. Brent Arnold has been named **Manager, Physical Fitness and Recreation of the Xerox International Center for Training and Management Development** in Leesburg, Virginia. He was transferred from the Xerox Corporation in Rochester.

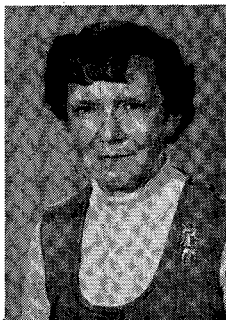
Kenneth R. Trefilek and **William Benfield**, both with **Elkin Tours**, a NIRA Associate Member, represent an extremely promotion-minded company. To gain as much response as possible from their association with NIRA, Trefilek and Benfield are visiting companies who aren't NIRA members — yet — suggesting they join. In effect, they have brought in more leads on member prospects this year than any other Associate Member.

Don Erlandson has been appointed Director of Sales and Marketing of the Pheasant Run Properties. He was formerly with Madison Square Garden Hotels and Western International. He brings more than 26 years' experience to his new post.

John Bowman has been named to serve as Industrial Relations Assistant-Recreation of the Burns Harbor Activities Association of Bethlehem Steel in Burns Harbor, Indiana. The Association is comprised of an 18 member Board with an executive board. He holds a master's degree in the field from Indiana State University. His experience in recreation is wide and varied — having most recently served as Director of Recreation of a park district.



Dave Shanker, president of Shanker Industries, Inc. and the NIRA Associate Member's Representative to the Board, was hospitalized recently in intensive care. He is recuperating well.



its 25 years.

Ms. Daniell has joined the U.S. Peace Corps. She will

CIRA **Martha L. Daniell**, first woman to serve as a vice president and president of NIRA has retired from the Nationwide Insurance organization. She was manager of Nationwide's 3,400-member employees' activities association. She started with Nationwide in 1950 and directed the activities association for 24 of

supervise an educational program for English-speaking children on the island of Barbados in the Caribbean.

Holder of bachelor and master degrees from Ohio State University, Ms. Daniell served with the American Red Cross in Austria, England, Germany, and Iceland during World War II.

Ms. Daniell was first elected to NIRA's board in 1955. She became a vice president the following year and was elected to the NIRA presidency in 1969. She also is a past president of the Columbus Industrial Recreation Association and helped conceive and cultivate CIRA's annual music festival, now one of the nation's largest invitational concerts for industrial choirs.

Cover story — Xerox

Continued from page 7

lems associated with a sedentary life. Hypertension, excess weight, and inability to cope with stress — these are additional problems we may encounter."

I HEAD a professional staff of three specialists trained in leisure sports, recreation activities, physical fitness, aquatics and outdoor education. Supporting the staff is a secretary, locker room attendant, several part-time employees and summer help.

WHAT does the future hold? In planning our facility, we planned for the future. For example, the development of nature and hiking trails — to take further advantage of the wilderness flavor of the site — and the building of a parcours course (exercise stations) along the mile-long jogging path are prospects.

We're proud of our recreation and fitness facilities. One can see immediately the inter-relationship between the gym/pool complex and the training center itself. We build at the Center both new and reinforced attitudes toward physical and mental fitness.

As Willard H. Duetting, Director of the Center, puts it, "People are our most important asset. The Xerox International Center for Training and Management Development is more than just a place to learn. It is tangible evidence of our commitment to the excellence of our people and of our determination to help them reach the highest level of their professional potential." □

Roys . . . continued from page 5

Dr. Roys added he would be remiss if something weren't said about the area of education. There are a couple possibilities here; one is the encouragement and support of educating people for leisure center living. I don't mean we should limit ourselves to pre-retirement programs, but I am including also the possibility of programs for the families of employees (e.g., lifetime sports and social functions)."

In conclusion he took the subject of education one step further. "How would you feel about management providing education leaves for the professional recreation staff?"

The possibilities recreation offers employees in our leisure-oriented society today are limitless with far-reaching effects. □



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Hillerich & Bradsby Co.
The hardest hitting name in sports.
LOUISVILLE, KENTUCKY

company profile

'People Care' on the employee level marks success of Evanston Hospital Recreation Association

by Vincent Spencer*
Assistant Director for Employee Relations
Evanston Hospital

*Editor's Note: This is the first in a two-part series on Hospital recreation programs, designed to give our readers some insight into how a different kind of NIRA member recreation program functions. The second part on Riverside Hospital in Toledo Ohio, will appear in December. *Since the writing of this article, Vincent Spencer has accepted the post of Personnel Director at Roseland Community Hospital in Chicago.*

"PEOPLE care" is the "product" offered at Evanston Hospital (affiliated with Northwestern University) in Evanston, Illinois, a suburb adjacent to the city of Chicago.

And what better way to contribute to the humanization of an

organization such as a hospital — which, in turn, helps contribute to the quality of patient care — than through an employee recreation association?

A hospital program, such as Evanston's is unique. There are no facilities; the diversity of interests and background of the employees presents a real challenge in planning programs; employees are scattered all over the 800-square miles of Metropolitan Chicago, and the Personnel Department administers the program which serves an administrative supported services work force of 1,600, a Medical Staff of 400 and a volunteer department of 1000 plus their family members.

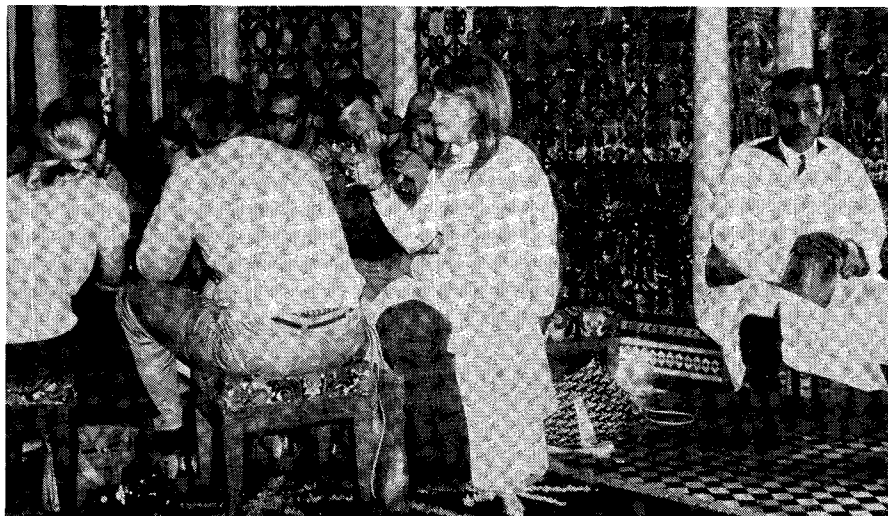
What about facilities? The City of Evanston, through a special arrangement, provides the Hospital Recreation Association with facilities for sports and recreation events, through its Park System and Sports Association.

Facilities and park leagues are used for basketball, softball, volleyball, and most recently, a popular self-defense course for women.

Hospital teams participate in both the league play of the Evanston Sports League and also teams representing departments of the Hospital use the facilities for their intramural games. This last season, the Hospital Basketball Team won the Class A League championship playoffs.

The Evanston Sports League handles scheduling of the events in this manner: The Recreation Association works out a schedule with the Evanston Park and Leisure Center, which is adjacent to the Hospital campus, to set intramural events. Fees for the leagues or for use of the facilities are paid by the Recreation Association.

The budget for employee recreation and recognition events is funded primarily by vending machines. The Evanston Hospital Women's Auxiliary assists annually with the expenses of the popular Holiday Program as does the Hospi-



Travel programs have become a popular activity, and here a recreation tour group attends a banquet at the Riff Hotel in Tangiers, Morocco.

tal administration. Bowling team members (there are 10, eight person teams), pay their expenses. However, all uniforms and trophies for any activity are paid for by the Recreation Association.

While sports involve more employees than any other activity, there has been a burgeoning interest in theater, travel and lunchtime events. In April of this year, the first Recreation Association sponsored travel group flew to Spain and Morocco. Since it was the first attempt at a travel program, only 40 seats were initially contracted. However, additional space had to be found for 83 employees and their family members who signed up. The group — which included physicians, dietary workers, volunteers, supervisors and payroll clerks — was so enthusiastic about their experience that more travel groups are being formed.

The Association has been fortunate this year in obtaining discount tickets for theater productions. More than 100 employees have taken advantage of this and plans are underway for one theater group's appearance at the Hospital. This will compliment a film series which is being shown in the Hospital cafeteria during lunch hours.

The biggest event of the year is the Holiday Party. The Recreation Association shares in the planning with the Hospital administration. In past years, employees have written a play and staged a talent show. Because the auditorium in which this was held was torn down to make way for a new diagnostic treatment center, the play had to be eliminated last year. In its place, a holiday dinner of turkey or steak and all the trimmings was served during the lunch hours for all three shifts. The dinner included the traditional gift presented by Santa to all employees. In addition, entertainment was provided by strolling Old English Minstrels.

This year a successful attempt to involve more women in sports activities was undertaken — only volleyball and bowling are coed. A self defense course (beginning Karate) for women was contracted

by the Recreation Association with a local Karate school. The cost of the course was paid for by the participant who was then reimbursed upon successful completion of the class.

Through the Recreation Association, employees from diverse backgrounds have an opportunity to get together to discuss their problems and their work. The Evanston Hospital Recreation Association is physicians, research scientists, skilled technicians, suburban volunteers, student nurses, cooks and maintenance people — who, when they are participating in a Recreation Association activity, are all uniquely engaged in common endeavor. And, everyone at all levels of the Hospital administration, participates in some type of program.

The Recreation Association, organized in 1968, is administered by the Personnel Department under the direction of the Assistant Director for Employee Relations. This means I chair several of the volunteer committees such as the Theater Travel Committee, which includes eight volunteer employees. The Sports Committee — 10 volunteer

employees from the various teams form this group — is chaired by a Personnel Assistant.

The Recreation Association came into existence because of growing sports competition between various employee units which needed direction, and because the Annual Picnic and Holiday Party had become major productions. But most important, the Hospital grew from a small, secluded teaching institution into one of the major metropolitan trauma and health care facilities of the Chicago Metropolitan area. Thus, as with any large institution, the Hospital became somewhat impersonal. Some provision had to be made for employees to meet together as a means of maintaining a friendly environment which had been so evident in the past.

And while continued growth of the Hospital and the high mobility of the Hospital staff have meant an end to the days when most employees knew one another by name, through the Recreation Association, the tradition of people caring about one another on the employee level has continued on a different basis. □



Employees attend a recognition Luncheon in their honor in Hospital's Garden Court.



Evanston Hospital Recreation Association employees participate in an intramural softball game at Evanston City Park — the city donates use of its facilities for the Hospital's sports activities.



nira news

May 16 — 21 dates set for '75 Conference

Plans are underway for NIRA's 1975 Annual Conference which will be held in Kingston, Jamaica, West Indies, this year from May 16 to 21, at the Sheraton-Kingston Hotel. Theme will be "Challenge of Change".

The action will begin on Friday, May 16, when members and their families will fly to Jamaica for

the Annual Convention and Exhibit.

Various travel programs are being arranged through Air Jamaica to be released as soon as plans are finalized.

A letter citing Conference highlights has been sent from Conference Chairman Bill DeCarlo, and a complete brochure detailing the '75 meeting will be mailed to NIRA

members in the near future. Reservations will be accepted shortly after this.

Steve Waltz, Program Chairman, Cummins Engine Co., and Terry Compton, Vice Chairman, Eastman Kodak, have drafted a Conference program which was approved unanimously by the Board. There will be speakers from several disciplines as well as a spouse's program and this year a program for exhibitors.

Special Conference Features:

- Reduced group rates if traveling on Air Jamaica
- Special reduced hotel rates
- Special spouse's program
- Special children's program
- Ample time while at Conference for tours
- Straw Market and Native Crafts Shopping
- Excellent recreation opportunities

Burns Harbor membership soars

The membership of the newly formed Burns Harbor Activities Association has burgeoned over the past year, according to **John Bowman**, newly appointed Industrial Relations Assistant-Recreation.

He reports that membership has grown to more than 1,600 and the goal by Jan. 1, 1975 is to recruit 2,000 members. "Being a member of NIRA has been a real selling point to our members," he states.

Recently the Association started a newsletter, designed to disseminate information about the group to its members. Each month, the publication contains information as to when each club is to meet, a calendar of monthly events, ads about travel programs and new clubs forming, and a summary of NIRA news extracted from **Recreation Management Magazine**.

The kinds of activities offered to date include athletic leagues and tournaments; an ESP Club; Scuba club; Bowling groups; Karate Club; concerts, field trips, Chess Club; Rifle and Pistol Clubs, to name a few.

This group started from scratch — all it took was interest on the part of the employees who initially formed the now successful and professionally run employee activities organi-

zation (see story on BHAA Jan./Feb. RM '74).

NIRA — NRA Postal Rifle and Pistol Matches begin — end Apr. 1

The National Industrial Recreation Association-National Rifle Association Postal Rifle and Pistol Matches are open to individuals and teams of individuals employed by NIRA-member companies. There are two separate programs — one for caliber .22 and one for precision air guns (caliber .177 through .22).

Both programs include individual and 4-man team events for rifle and pistol, as well as individual matches for women only. The rifle course is 10 shots in each position, prone or standing. The pistol course is 20 shots slow fire. Both are fired at 50 feet.

The course of fire for the precision air rifle matches, both team and individual, is 20 shots standing. The course of fire for the pistol is 20 shots slow fire at 10 meters (33 feet) on the B-32 target. **Entries close April 1.**

Copies of the programs can be obtained from either NIRA or the NRA Competitions and Training Division, 1600 Rhode Island Avenue N.W., Washington, D.C. 20036, **attn: John Grubar**.

Members pass bylaw to increase membership dues

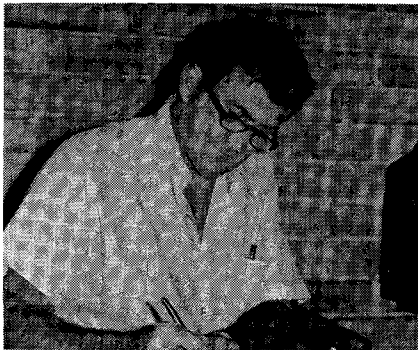
To enable NIRA to continue to improve its services to members and to meet our financial needs in this inflationary period, voting company members of NIRA recently approved a referendum to increase membership dues, effective January 1, 1975.

The dues increase will be as follows:

- Less than 1,000 employees — increase from \$35 to \$50**
- 1,001 to 5,000 employees — increase from \$75 to \$100**
- 5,001 to 10,000 employees — increase from \$105 to \$130**
- 10,000 and over employees — increase from \$135 to \$160**

Educator Appointed by NIRA Board to Edit Text on Industrial Recreation

NIRA Members to write chapters



C.J. Roberts, Ph.D., is Director of Community Services, The University of Toledo. Prior to this, he served as Assistant Vice President of the University for Academic Affairs, and Professor of Guidance and Counseling, College of Education. Most of his work experience has been in the academic and guidance counseling-management consultant fields. Dr. Roberts holds a doctor of education degree in guidance and counseling from the University of Tulsa; a master of education degree from the Stephen F. Austin State College in Texas, and a bachelor of divinity degree from Southern Methodist University, Dallas. He has served as a Management Consultant for several state & national organizations.

Dr. C.J. Roberts has been authorized by the NIRA Board to author a book on industrial recreation. There has been no positional reference material prepared on the subject in more than 25 years. As a result, he plans to put together a text based upon the current state of industrial recreation, as observed by you — recreation directors, practitioners in the field. Dr. Roberts will pull this material "out of your heads" by setting up a series of workshops across the country on various topics. These will become, in effect, the various chapter titles of the book and will be edited by Dr. Roberts. Each author will be given credit for his chapter.

To stress the importance of research, such as this, to any organization, Dr. Roberts, in addressing the Board at the recent Milwaukee meeting, pointed out that every institution has three things in common, which he calls a profile of val-

ues. First there is **management**; there is a **product or service** designed to meet the demands of the public, and there is **research**, which keeps a company abreast of changing times.

Research, he suggests, constantly keeps the product alive. Research works in a positive manner by helping to develop a cooperative behavior pattern between management — those responsible for the product — and the researcher — those responsible for change. As research begins to develop new uses for an old product, management and the researcher all of a sudden find they need one another and begin to live more harmoniously. No longer is an organization afraid of change, for change now means progress and profits.

Dr. Roberts cited the example of the petroleum industry which, "in a sense was saved by research." Researchers took their product and found a multitude of uses for it. Today, many things you wear or use contain some chemical extract of the raw product — crude oil.

Applying this to NIRA, he stated that research in industrial recreation can present "new services" which may be conveyed to management of large corporations, who have been reluctant to support or to initiate recreation programs. Thus, with proper research (input from recreation directors), company management may be made fully aware of recreation's importance to the worker and to productivity in industry today. □

Planning a Xmas party?

If you are thinking of planning a company children's Christmas party, a great deal of work should go into the project to make it work.

Mel Byers, Corporate Coordinator of Personnel Activities, Owens-Illinois, Inc., has prepared a detailed list of "things to do" concerning facilities, entertainment, program and related details.

He'll be glad to assist you in any way, just contact him by writing Owens-Illinois, Inc., P.O. Box 1035, Toledo, Ohio 43666 or by calling (419) 242-6543.

RESEARCH



Incensed about travel situation

The Pastor of Saint Vincent Church in Madison, N.J., sent this irate letter to Rep. Harley Staggers (D-W. Va.) expressing his concern about the uncertainties in the travel field effecting his parish's travel programs. The following are some excerpts from the letter, reprinted with the Pastor's permission:

Chairman of House Commerce Committees
Honorable Representative Harley Staggers
Democrat of West Virginia
c/o U.S. Congress
House of Representatives
Washington, D.C.

Dear Congressman:

I address this letter to you after much deliberation and anguish. The present situation existing in the travel field, with its uncertainties, open-ended contracts, disappointments and confusion is causing tremendous hardship and unnecessary conflict to us and many others.

Over a period of three years, we have developed some 500 travel club members from this parish, many of whom are senior citizens, honest people who rely and depend on our word. We have chartered planes each year to Italy, Spain and Portugal, and enjoy a reputation of keeping our word and fulfilling our promises.

Early this year, we planned charter trips to Puerto Rico, Mexico and Italy. A total of nearly four hundred (400) members have committed themselves to these trips with Braniff, American and Alitalia Airlines.

After hours of negotiating prices and giving sufficient expansion for fuel increments, etc., we finally set prices and confirmed our trips. Orientation meetings have been held with these travelers, deposits have been paid and all possible extras have been anticipated.

The net result in the past few weeks has been devastating to us, and our reputation, and I lament out loud, and wonder how the travel industry will ever be able to survive when people like us are made to look like fools. CREDIBILITY IS SUCH A PRECIOUS ELEMENT BETWEEN PASTOR AND PEOPLE AS WELL AS BETWEEN AIR, HOTELS AND TRAVEL AGENTS. WHEN YOU LOSE CREDIBILITY, YOU'VE LOST EVERYTHING!

Contracts are not honored, deposits are accepted with no firm hold on airlines or travel components; prices are played with and federal indecisions have all contributed to destroying your best potential customers. When a veteran like myself has to tell other priests, not to trust the word, or prices, of the industry, then I can only wonder where will it stop?

An example, our affinity flight to Puerto Rico was set at \$113.00 in February, then we are informed that a possible \$11.00 increment could be expected, now we are told, just three weeks before departure the price could go to \$185.00 if the C.A.B. doesn't make a decision soon! This same process has been used for Italy, as

well as Mexico. Deposits are paid and *then* the games begin.

The only consequences of such "games" is that people like us are burned beyond redemption. I am one customer representing \$125,000 in travel this year who cannot afford, in my position, to be part of this industry any longer. I write in frustration because it is already too late to restore my credibility and only God knows how anyone can speak with assurance for the industry any longer.

I am only one little voice, but someone must realize the consequence of such poor business ethics and tactics. I beg your pardon for expressing my anger, but the present uncertainties and disappointments **MUST** be stopped.

Sincerely yours, Rev. Msgr. Vincent E. Puma
Pastor

□

good things to read

THE SNOWMOBILER'S HANDBOOK: *A Complete Guide to Snowmobiling in North America* by W. Monte Snider. A much-needed guide to help the beginner get started in the sport that will also prove invaluable to him as he becomes more proficient. If you are new to the sport, this book is what you need to get started. It tells how to choose a snowmobile, how it works, the clothing and accessories that are needed, how to ride safely in pairs and in groups, and includes many money-saving tips for simple on-the-spot repairs (clearly and concisely illustrated). For the more experienced sportsman ready for broader horizons, there are chapters covering Snofaris (caravans), winter camping, and snowmobile emergencies. Price \$6.95 cloth, \$3.95 paper. Arco Publishing Co. Inc., 219 Park Ave. South, New York, N.Y. 10003.

MASTERING THE ART OF WINNING TENNIS: *The Psychology Behind Successful Strategy* by Dr. Claude Frazier. Twelve experts — doctors, psychologists, behavioral scientists and tennis champions — tell you "How to Win by Using Your Head", "The Art of Gamesmanship", "How to Pull Yourself Out of a Slump", and about "The Art of Stroke Control". Price \$6.95 cloth, \$3.95 paper. Arco Pub. Co. Inc., 219 Park Ave. South, New York, N.Y. 10003.

WHERE TO FISH AND HUNT IN NORTH AMERICA: *The Complete Sportsman's Guide* by Jerome Knap. This complete guide is devoted to providing the latest, and most up-to-date information on fishing, hunting, and where to go for best results. Wherever you are or want to go across the United States and Canada, first check out your itinerary with this invaluable guide: what licenses are needed, when is open season, what local laws or restrictions must you know, who is a reliable guide, how much will it all cost? Price \$8.95, Arco Pub. Co., Inc. 219 Park Ave. South, New York, N.Y. 10003. □



An Active Group

NIRA Board Meets in Milwaukee

The NIRA Board, meeting in Milwaukee in September, approved a vigorous program of work and budget for 1974-75. The Board also heard committee reports and discussed future annual Conference sites. It was an extremely productive four-day meeting.

In addition to approving the research of a text on industrial recreation by Dr. C.J. Roberts (see related story), and discussion of a bylaw passed by NIRA members to increase membership dues effective Jan. 1, 1975 (see story page 12), a subsequent suggestion was made to

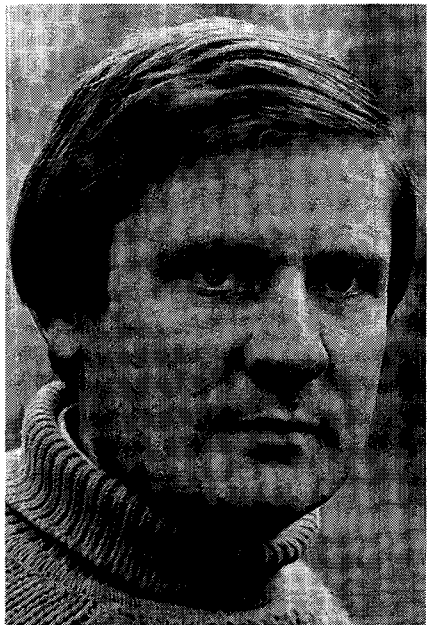
(Continued on page 19)



Board in action. Top left (from left) CIRA Steve Waltz, Cummins Engine Co.; CIRA Miles Carter, NIRA President, McLean Trucking Co.; CIRA Bill DeCarlo, President-Elect, Xerox Corp.; CIRA Fritz Merrell, NIRA Vice President, Program Services, Olin Corp.; Kirt T. Compton, Eastman Kodak. Second from top (from left) Pat Feely, Jr., NIRA Past President, The Falk Corp.; CIRA Gene Miller, Michigan Bell Telephone Co.; George Mullen, Frigidaire Employees Recreation Association. Photo to the right CIRA Paddy Luedke, Wisconsin Gas Co. Third photo from top CIRA John Meyer, NIRA Treasurer, Motorola, Inc., is one of Board members who attended the monthly dinner meeting of the Milwaukee Industrial Recreation Council, comprised of more than 100 members. Bottom left photo (from left) CIRA Mel Byers, Vice President, Regional Management, Owens-Illinois, Inc.; Carter and CIRA Al Porter, Raytheon Corp. Bottom right CIRA Martha Daniell, Nationwide Insurance Corporation, NIRA Past President, and Dr. C. J. Roberts of Toledo University.

Managing with Inflation— The Construction Industry

by Carl Schneider
Kotz and Schneider



THE Construction industry, like everything else, is being **hard** hit by inflation.

It is also being squeezed by material shortages and the tight money market. Unlike many industries, the building contractor must commit himself to a firm price long before he delivers the finished product. The average building takes a year or two for construction and must be completed at the cost originally bid or quoted to the owner. Historically, the rate of yearly inflation was predictable and was accounted for in the original price. In the last two years, however, this rate has been almost double the normal rate and it has been the contractor's

problem to absorb this cost. Serious shortages of almost all construction materials have added delays to most projects and have increased costs to the contractor, while the high cost of borrowing money has made it difficult to finance projects through final construction and payment.

It is impossible at this time to predict the future rate of inflation in the construction industry. Everyone agrees that inflation will be with us for a long time. However, some contractors feel that tight money and high interest rates have slowed construction. This should increase the availability of materials and should stabilize or even ease material costs and hopefully building costs. □

Building a Facility? How to Find and Work With a Consultant

You can be more
professional in
dealing with professionals

AS a recreation professional, you may be faced with the formidable task of initiating construction of a facility. You will probably need help!

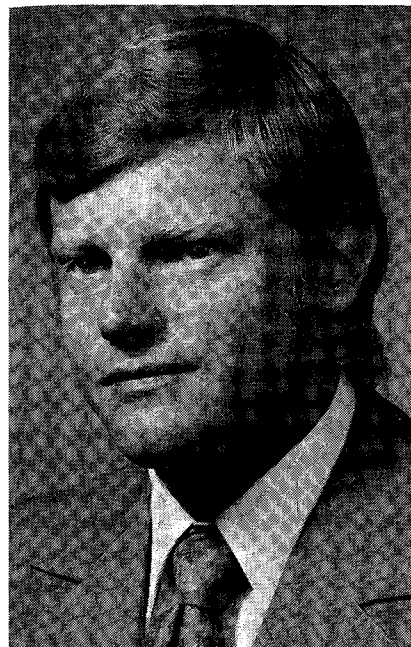
Few administrators will invest in new programs and equipment without careful analysis, and this should be the case when undertaking a far larger investment in facilities when one has little understanding and superficial knowledge.

Nearly every capital project, whether an entire industrial recreation park or the rehabilitation of a single tennis court, requires consid-

erable research, physical and financial planning, programming, design, and construction. Since the services of a consulting facility planner or designer are almost always needed, it is important to understand how to find and work with a consultant.

The wise administrator recognizes that his consultant is a professional advisor and an expert in building his type of facility. Considering the costs of land, construction, and subsequent maintenance and operations, he knows that good design and program solutions can save far more money than his consultant's fee.

Some corporations have in-house facility design groups, but many of these lack specialized ex-



by
Anthony W. Kotz
Kotz and Schneider
Land and Recreation
Planning and Design

expertise in recreation planning and design, and even the largest corporations often look to outside consultants for specialized situations.

The consultant knows how to deal with the particular project at hand. He has the time to get the job done right. His "independent" status enables him to maintain maximum objectivity and credibility in bringing together diverse viewpoints when collective decisions are needed. And, he can apply his successful experience with similar problems elsewhere to your project.

Most consultants will frankly credit the success of a project to a "smart client". But, how can you be a smart client? **Start by doing some homework.** Read a few good books on the design, function, and economics of facilities. You won't become an "expert", but you will be better able to understand the "hows" and "whys" of your facility needs, your consultant's recommendations, and the intricacies of the building process. You should also be able to determine your "project program" and the type of consultant specialties you will need.

Prepare a detailed written project program defining what you wish to accomplish so that a potential consultant will have as clear an understanding of your project as possible. Be objective. State your needs, hopes, and ideas, but do not insist upon pre-conceived design concepts or personal biases. Design concepts and solutions are what you hire your consultant to develop.

The usual consultants who design facilities are **architects** (buildings and structures), **landscape architects** (land planning, site development, and outdoor facilities) and **engineers** (utilities and other systems), or a combination of these and other disciplines, depending upon the nature and complexity of the project. Since **most projects require a combination of services**, the professional with the largest responsibility is usually engaged as the prime consultant. He assembles from within his firm or from outside

consultants the related disciplines needed.

Relatively few consulting firms specialize in the planning and design of parks and recreation facilities. You will probably want one that does and, perhaps, one which has previous experience in your particular type of project.

Now, armed with your project program, a knowledge of the professional skills required and any necessary authorizations to engage a consultant, you must select a consulting firm which will best serve your needs. If your project is a continuation of an on-going long range facilities program, you may already have a successful working relationship with an appropriate consultant and you may well decide to continue with that firm. If not, you will have to **select a firm.**

Three factors that affect the value of a consultant's services are his education, experience and reputation in the field. As professionals, it is generally unethical for consultants to sell or advertise per se, although they may be listed in professional service directories of appropriate publications. NIRA and other recreation societies generally know of reputable consultants. The various architect, landscape architect and engineering professional societies can furnish lists of consulting firms. Public parks agencies usually know of several firms specializing in parks and recreation.

One of the best ways to find potential consultants is through referrals. A phone call to a colleague who has built similar facilities can provide some insight.

The following steps are recommended as an efficient, proper, and ethical method of **selecting a consulting firm:**

1. Consider the general qualifications of a number of firms which appear to be capable of meeting the requirements of your project.
2. Select one or more who appear to be the best qualified and invite them to interview separately. Send them a copy of your "project program" so that they may become familiar with your

project. Allow adequate time at each interview for the firm's presentation, discussion of your project, and questions. Ask some of the firm's other clients about their work. Was the work thorough and did it meet their expectations? How well were budgets and schedules met? How well did the client and the consultant get along? Most important, would they hire the same consultant again?

3. List each firm in order of preference, taking into account reputation, experience, special qualifications, personnel available, work load, sympathy with your project and other pertinent factors.
4. Select the firm which appears to have the best capabilities for carrying out your project with whom you feel you can work. Prepare with the selected firm a detailed scope of services to be provided, schedule, a mutually satisfactory fee and method of payment. You can now enter into a contract.
5. If you and the prospective firm cannot agree upon the services, working arrangements and terms, dismiss the firm in writing and negotiate with the second firm on your list.

Remember, the selection process is a two-way street. As you evaluate prospective consultants, they are evaluating your potential as a good client. A firm may invest considerable time and money preparing for your interview and it deserves fair and ethical treatment, promptness and courtesy. When you decide upon a firm, promptly notify all firms accordingly.

Do not ask firms to quote fees prior to selection or to "bid" for your project. Competitive bidding on the basis of fees is considered unethical by most professional disciplines. Asking for proposals with cost figures prior to selecting the desired firm and mutually defining the scope of work should be avoided.

Do not expect bargains, free or contingent services and be suspicious.
(Continued on page 19)

news in brief

Exercise for aged safe, beneficial

If you're 50-plus — even into your 70's or 80's — your youthful get up and go has not necessarily got up and gone for good, says a University of Southern California (USC) health scientist.

A three-hour-a-week program of controlled exercise can help men and women in their 70's regain much of the vigor and physical function of their 40's, according to Dr. Herbert A. DeVries of USC's Ethel Percy Andrus Gerontology Center.

Writing in his new book, *Vigor Regained* (Prentice-Hall, 1974), DeVries unveils an exercise program he developed specifically for the older age group in laboratory studies.

"Exercise brought about a considerable renewal in the heart function of our older research subjects," DeVries writes.

"That is, despite a chronological age of 60 or 70, many of our subject's 'physiological age' had been reduced. Their hearts were beating and pumping like those of 40 and 50-year-olds. . ."

One controlled study by DeVries indicates that a brisk, 15-minute walk is more effective than a single tranquilizer pill in alleviating tension.

"This is an important finding for the older person," says DeVries, "because tranquilizer drugs further slow older persons' reactions, which already are slowed down by the processes of aging."

DeVries writes that by the end of his studies, "we had concluded that carefully planned and controlled exercise can be both safe and beneficial for older people.

"We had proven, finally, the inaccuracy of theories that persons who led sedentary lives in their younger years cannot be improved by exercise in their mature years.

"On the contrary, we found that the ones who had been least active in youth and middle age benefited most from the exercise program."

Hall of Fame

The recreational vehicle and mobile home industries plan to establish a joint industry hall of fame. Its headquarters will be on the campus of Notre Dame University in South Bend, Ind. That's not far from Elkhart, Ind., considered the "home of the industries."

Brunswick, Russians set Moscow alley alliance

The Russians have received their first bowling installations. Brunswick Corporation installed an automatic, air-conditioned and carpeted bowling center in Moscow's Gorki Park. The 16-lane facility just opened.

Recreation condos

A new whole area of recreation has come to the fore, known as the recreation condominium. This newest and most dramatic concept in vacation home ownership is the Time Share Ownership (TSO) plan. This means an arrangement whereby a group of individuals or families can totally own a single vacation condominium unit, each owner holding title to the unit for a specified time period each year (usually two or four weeks per owner).

Future of job market

What's the job outlook for the next 11 years? The 1974-75 Occupational Outlook Handbook pub-

lished by the Department of Labor's Bureau of Labor Statistics gives a sampling of what's to come.

Dentists and engineers — there'll be rising demand for these and other professionals. The need for some office workers and managers and proprietors is expected to rise greatly, also.

Safe hunting, first aid training can save lives - Red Cross

Safe handling of guns and other hunting equipment and training in first aid can save lives, according to the American Red Cross.

SAFE GUN STORAGE AND CARE. It is recommended that when not in use, guns should be stored, unloaded in a sturdy cabinet under lock and key. Ammunition should be locked separately from guns and kept out of the reach of children.

STURDY, WARM BOOTS and durable clothing are necessary for a hunter. He should also wear a brightly colored hat and jacket or vest to escape being mistaken for deer or other wild game.

MOST IMPORTANT ITEMS for the hunter's survival kit are map and compass.

THE HUNT. Once in an open field or in brush, hunters should walk abreast making sure no one gets out in front. The gun muzzle should be inspected to make sure it hasn't become plugged with mud, earth or weeds. Never try to cross a fence with gun in hand. In addition, an experienced hunter will wait until his target is fully visible and a good shot available before he pulls the trigger.

BOW AND ARROW HUNTING. Bow and arrow hunters climb into trees or elevated stands and wait for game to approach them. When climbing a tree or stand, the hunter should tie ample rope or cord to the bow at one end and to his waist at the other. Once he has climbed the tree or stand, he can pull the bow up to him without risk of injuring himself.

Working With a Consultant

continued from page 17

cious of any that are offered. It is unethical and you should expect to pay for each service rendered by a consultant. A consultant has only his time to "sell". He does not deal in products and is not a construction contractor. His fees are based upon his expertise and the cost of operating his firm.

There are several accepted methods of negotiating fees depending upon the nature of the project and the scope of services needed. Your consultant will normally explain them and propose a method and rate that is fair to both parties.

A written contract with your consultant is, of course, a must. He will normally prepare a draft contract for your consideration. It will set forth the specific scope of serv-

ices, time of performance, fees and methods of payment, your responsibilities, and any other necessary items. A good contract will pay off in the long run through a better working relationship and each party knowing at all times where they stand.

Your work has now just begun! Program refinements, research, master planning, preliminary concepts and cost estimates, working drawings and specifications, contract documents and construction involve very real efforts and responsibilities.

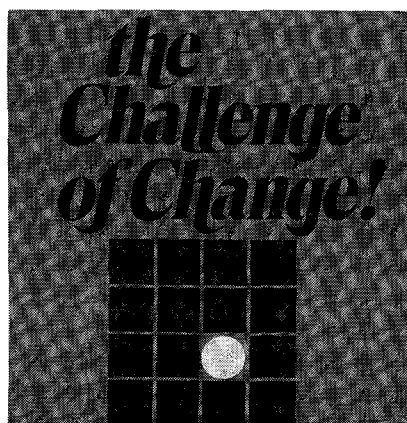
You and your consultant will spend many hours together in the creative process of transforming your needs into realities. □

Four-day Milwaukee Board Meeting

Vigorous program of work, budget discussed, approved

continued from page 15

offer member prospects a special \$20 NIRA introductory membership. This would be effective for one year. The company would then be asked to rejoin membership one year later at the regular price — depending on company size. This motion passed unanimously and Pat Stinson, NIRA Director of Membership Promotion and Services, has sent each of our members a letter asking them to send out five invitations to NIRA non-members enabling these companies to join for the special \$20 fee. This promotion is expected to bring in hundreds of new members and can be accomplished with your help. □



The "Challenge of Change" is appropos as our 1975 NIRA Conference theme, for everything is changing around us. Change, of course, presents a challenge; something new to cope with. And, to learn to accept change in a positive manner, we must learn to recognize it. Change is usually a positive experience, and we must learn how to use change to better our situation, whether the change is in recreation or any other field or aspect of our lives. This year NIRA members will explore the topic of change — in Kingston, Jamaica, West Indies, from May 16-21.



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named for the famous Dean Martin. Live entertainment nightly. Swinging.

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9 Meeting Rooms

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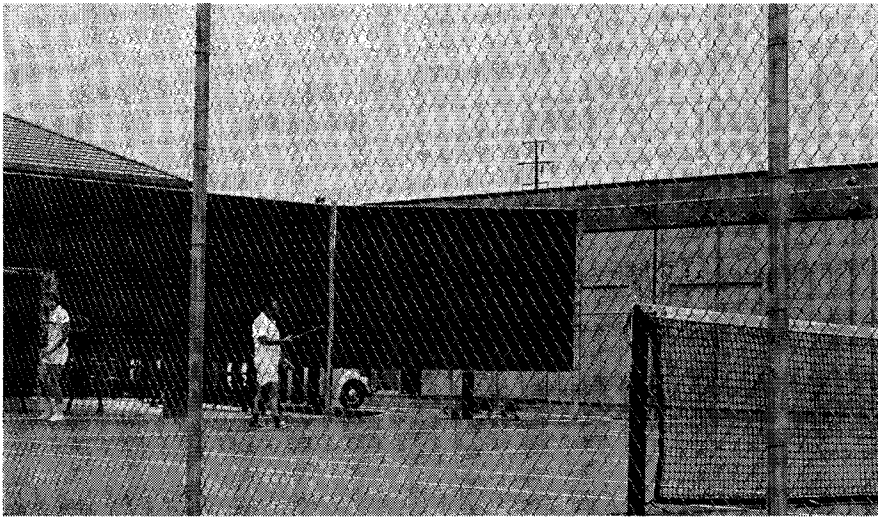
The Savannah Inn and Country Club is waiting for you. Here is one of the most unique resorts in America today. Located on a beautiful island just down river from Savannah, Georgia. For golfers, the finest 18-hole championship course in the South. Ideal for a super convention with all the trimmings. Don't forget your tennis racket. But, most important of all - SUNSHINE ALL YEAR 'ROUND!



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Professional-quality tennis court at "The Park" offers company executives recreation not found in any other industrial park.

Unique Industrial Park Has Recreation Facilities

ANAHEIM, CALIF. — The popular concept of industrial parks made a major advancement with opening of "The Park," which for the first time provides recreation facilities for tenants and guests at no charge.

In recent years industrial parks have gained rapidly in popularity for industrial plants and offices, points out David E. Ryan, manager of Orange County operations for Penta Pacific Properties, exclusive leasing agent for the development.

In an industrial park the developer maintains landscaping, parking lots, lighting, directional signs and other facilities common to all tenants. The developer also enforces standards of tenants' architecture, landscaping and pollution control.

"Combining recreation facilities in the industrial park is a major advancement in this concept," Ryan states.

"Most companies recognize the value of recreation for executives and employees. Unfortunately, most public recreation facilities are inaccessible during the week because companies are in highly industrialized areas or in industrial

parks that are far from urban areas."

Ryan said that the idea for incorporating recreation facilities in the industrial park came to the developers during a planning meeting when they observed a group of joggers dodging traffic while trying to get their much-needed exercise during their lunch hour.

A jogging track, made of decomposed granite and lined with trees and shrubs, completely encircles the 7-1/2-acre industrial park at Gilbert St. and La Palma Ave., Anaheim.

Other recreation facilities are a tennis court, basketball court, volleyball court, attractively landscaped 9-hole putting green, picnic area and centrally located shower and locker rooms that include saunas.

About 15 percent of the land area is devoted to recreation facilities, a percentage that Ryan believes is ideal for "The Park."

Ryan feels that the recreation facilities attract more substantial tenants than normal. "These established, national firms are sophisticated enough to appreciate the benefits of having a park-like envi-

ronment and recreation facilities a few steps from their offices."

An example cited by Ryan is United California Bank, which located its Orange County Regional Service Center in "The Park." The center, which is taking over many functions of branches in Orange, San Diego and Los Angeles Counties, hopes to expand employment to 150, from its present 40, by the end of the year. Many will be young people, who are especially interested in recreation, according to Joseph A. Peterson, Jr., assistant vice-president in charge of the 20,000 sq. ft. center.

"The nearby recreation facilities will make it easy to recruit the type of employees we need," Peterson said.

Henry Kittell, Western Region manager for the Packaging Division Anaconda Aluminum Co., said that he finds that the recreation facilities make a favorable impression on customers and other business associates. He also noted that the park environment makes the women in an office unafraid to stay by themselves, which was not the case in the industrialized area from which the regional sales office moved.

Leland Brown, staff manager for California Computer Products, whose field service offices are housed in "The Park," stated that the environment is good for employee morale. Many employees bring their families to use the recreational facilities on weekends, and he acknowledges that he brought his own wife to impress her shortly after the company moved in.

Other tenants are Nash Engineering Co., Pangborn Carborundum Co., E.F. Hauserman Co., Ozite Co., Lo-Dan Inc., and Central Detailing Corp. All state that the recreation area was an important reason for their decision to locate in "The Park."

Opened only a few months ago, the industrial center already is more than one-half occupied. The six tilt-up concrete buildings, totalling 125,000 sq. ft., are leased in modules of 2000 sq. ft. All buildings are two stories in height. Exteriors are

At Goodyear — Golfer's Tee Off Indoors in Winter

GOODYEAR Tire & Rubber Company's Recreation association doesn't have a golf course for members, but it has a tremendous golf program, regardless.

Sounds impossible, well, with a little ingenuity Chuck Bloedorn, Recreation Director, has made this possible, and during the winter months as well.

Two rooms have been set aside to enable recreation association members to practice teeing off, using nets and targets. And, states Bloedorn, it is an extremely popular activity.

We offer in the two rooms, two nets (1 per room), irons, and drivers. Those interested must sign up and take their turn. While waiting



"Golfer" Helen Fox, Secretary, Wingfoot Golf Association, practices her swing under the professional eye of Golf Pro John Clancy. She "gets in the swing" in winter, by practicing in the Club's indoor golf facility, so that by the summer she'll be primed to play.

Industrial Parks— New Recreational Trend

painted in warm, cheerful colors that are coordinated from building to building to integrate them.

Ryan said he foresees the time when a voluntary industrial recreation organization, made up of representatives of each tenant, will form to conduct tournaments as well as to schedule the facilities on a fair basis.

"There is no doubt that employee recreation has positive effects on morale and attitude, which in turn improve productivity, absenteeism, cooperation and job performance."

Ryan noted that major corporations and employee groups spend more than \$1.5 billion per year on recreation. "Having these facilities in industrial parks will enable employees and executives of smaller companies, and branches of major companies, to enjoy these benefits." □

to tee off, there is a putting green in the lesson room where "practice makes perfect". By practicing in the winter, these "golfers" are primed and in condition to play by spring and summer.

Bloedorn reports that the cost of the rooms with the nets is hard to evaluate, because the company pays to maintain the rooms each day. "The nets cost about \$125 for a top and two sides; a thick canvas had to be added as something to hit into" (Bloedorn obtained the fabric from the company shop), "and we bought a target with a bullseye to take the stress off the canvas (which is replaced two or three times a year) which cost about \$25. In addition, our carpenters built a board to be placed behind the net as an extra precaution in case a ball gets through the netting."

The materials are relatively inexpensive, but the space, heating and ventilation is costly especially as the rooms are used continuously from 7:45 a.m. to midnight.

Bloedorn suggests that erecting the indoor golf area is easy — any-

one can put up the nets — instructions come with them. Or, if you don't have an available room, there are sets already constructed that can be wheeled into a gym for use.

What about cost to the employee? There is no special fee to practice. The fee for lessons is six, 1/2 hour sessions for \$18.

One unique additional feature — players may elect to have their sessions videotaped. Subsequently, the professional plays it back while he and the player view mistakes. At any time, the tape may be stopped and the player's swing analyzed. Cost for these lessons is six, 1/2 hour sessions for \$24.

Bloedorn feels use of the videotape is invaluable. Many companies, he remarks, have video equipment that recreation associations may use myriad ways — perhaps to film bowling or related types of activities.

The set up of this golf area is one more example of ways in which a recreation director can make best use of company space, inexpensive materials and company resources. All it takes is a little brainstorming.

PUBLIC NOTICE WAGON TRAINS DEPARTING WEEKLY THROUGH THE ARIZONA DESERT!

36

The mule teams forward with the snap of the reins! The hitches pull tight and the great Conestoga Wagons begin to roll! A cheer goes up as the riders swing into their saddles and head out along cactus-studded trails toward the distant mountain peaks. And you are there!

Return with us now to those thrilling days of yesteryear! Spend a thrilling pioneer weekend on beautiful desert trails. A weekend with the giant saguaros and spindly ocotillo...the prickly pear and cholla. A weekend of riding, hiking, rockhounding—and best of all, *eating*. You'll be dining in Arizona's only authentic restaurant...round the campfire under open skies! And it's an adventure in itself especially when your trail boss is Gale Wingfield, longtime cattleman and rancher whose family pioneered in the West!

Saturday night there will be big 16-ounce steaks following fine liquid refreshments. Then some singing 'round the campfire before turning in to your cozy padded tent. When you wake up, the bacon will be sizzling, along with the potatoes, pancakes, eggs, sourdough biscuits, cowboy coffee and all the good things that taste so much better out on the trail.

Weekend wagon train rides, \$65 per person (children under 12, \$45) including food, riding and all equipment except personal items.

Steak rides \$12... Barbecue rides...\$9 (Prices per person for groups of 20 or more)

A great experience for clients, employees, families—anyone! 10% Discount for NIRA affiliates.

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washington scene

by John G. Tutko, CIRA
 Chief
 Headquarters
 United States Air Force
 Recreation Services
 Directorate of Administration

Bikeway, Walkway Funds Still Available

The Federal Highway Administration has notified all States, not applying for Federal aid highway funds in 1975 for bicycle and pedestrian facilities, that some \$12 million is remaining. This is available on a first come, first served basis to those under the limit of \$2 million per state. Only seven states (Calif., Conn., Florida, Maryland, New Jersey, New York and Penn.) have reached the per state limit. Some \$40 million has been allocated.

Funds for Recreation for Aged in N.Y.

Senior citizens living in New York State are now receiving better recreation services, thanks to a new law which passed recently. The State has increased aid to municipalities for adult recreation projects to \$1 for each two persons over 60. This is contingent on the fact that the State aid does not exceed 1/2 the cost of local expenditures.

Youth Bill Passes House

There will be jobs aplenty for youths ages 15 through 18 to do environmental work on Federal lands, if a House Bill which recently passed gets Senate approval. The legislation, permanently authorizing the Youth Conservation Corps (YCC), provides jobs for 50,000 boys and girls. The legislation involves a cost-sharing set up for work by State-operated YCC programs. The YCC has been in existence for three years on pilot basis. Some 10,000 applications have flowed in each summer with only 3,000 jobs available.

The Energy Crisis

The "Energy Supply and Environmental Coordination Act", incorporates the undisputed provisions of the energy emergency bill which was vetoed by the President in March. It seeks to establish means for dealing with energy shortages by 1) requiring reports with respect to energy resources; 2) providing for coal conversion; 3) easing timetables under the Clean Air Act. If the bill passes, the Federal Energy Administration could require reports from energy producers and distributors. The Administration would be required to conduct conservation studies and publish yearly reports on energy supplies. The bill has passed both House and Senate and is in a conference committee.

The Recreation Service Rack

It serves thousands of employees on different shifts in different locations

by Jack Frain
Supervisor-Recreation
McDonnell Aircraft Co.
McDonnell Douglas
Corporation

AT McDonnell Douglas in St. Louis we have a problem which, I am sure, many other Recreation Directors have encountered

— how to serve thousands of employees on different shifts in dozens of locations with a limited staff. Our answer — **the Recreation Service Rack.**

The McDonnell Douglas complex is scattered throughout North St. Louis County and St. Charles County. It is impossible to give personal attention to each individual area, but with the Recreation Service Rack, employees in outlying areas are afforded easy access to various schedules, special discounts, travel and tour information, recreation announcements, registration cards, magazine subscription blanks and other related items.

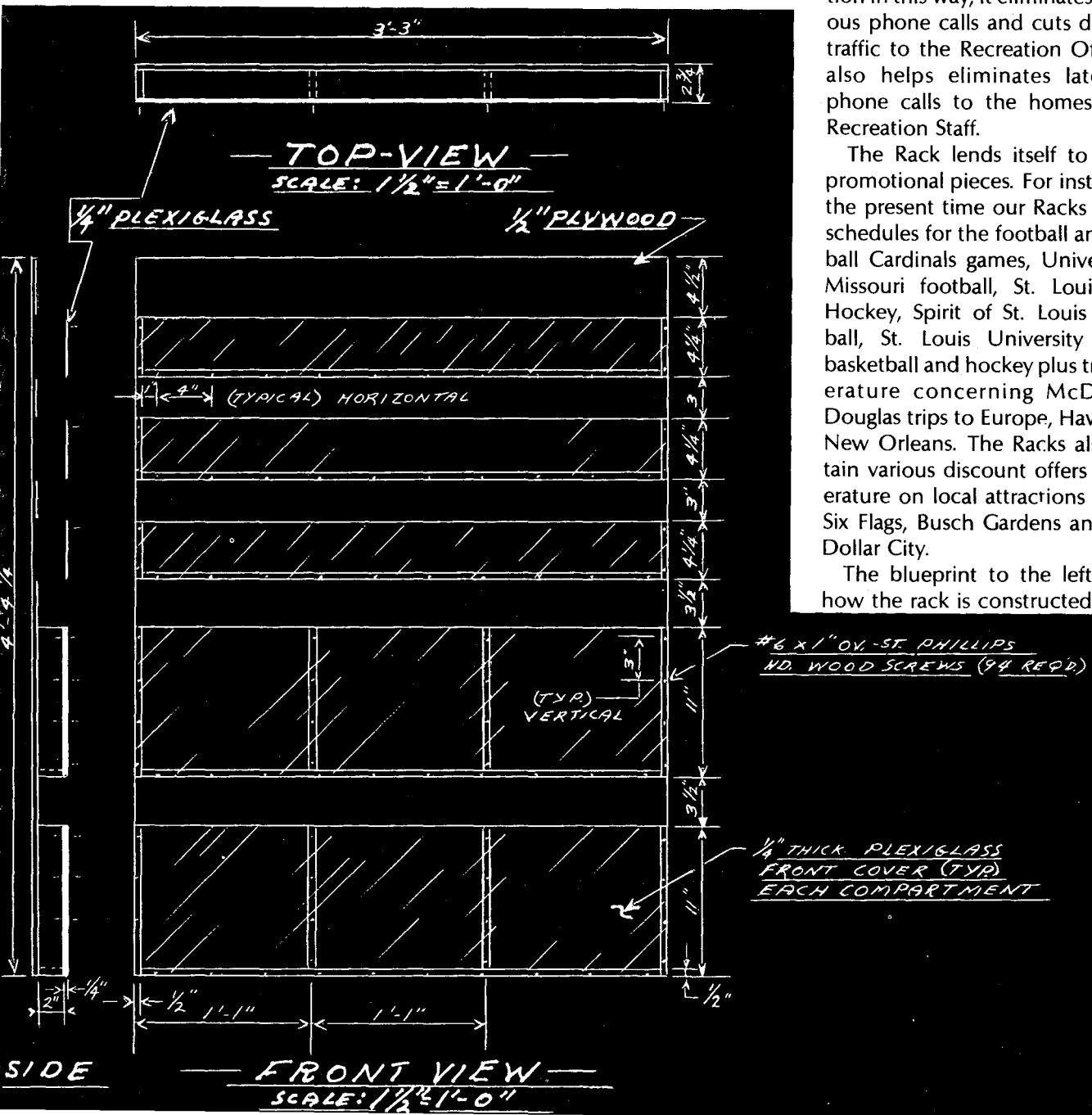
Throughout the years, various sizes and types of racks have been used by the Recreation Department. The type currently in use is quite functional and can handle any size announcement, brochure, etc. The items in the Rack are very visible and a minimum of housekeeping is required.

There are presently 20 Service Racks in use at McDonnell Douglas. These Racks are normally serviced once a week by one of the Recreation Staff. In some high density areas, the racks may be serviced twice a week, while in some locations every other week is sufficient.

By giving the employee information in this way, it eliminates numerous phone calls and cuts down on traffic to the Recreation Offices. It also helps eliminate late night phone calls to the homes of the Recreation Staff.

The Rack lends itself to various promotional pieces. For instance, at the present time our Racks contain schedules for the football and baseball Cardinals games, University of Missouri football, St. Louis Blues Hockey, Spirit of St. Louis Basketball, St. Louis University soccer, basketball and hockey plus travel literature concerning McDonnell Douglas trips to Europe, Hawaii and New Orleans. The Racks also contain various discount offers and literature on local attractions such as Six Flags, Busch Gardens and Silver Dollar City.

The blueprint to the left shows how the rack is constructed. □





associate profile

Stan Musial & Biggie's . . . a world of family fun at three great hotels

Stan Musial & Biggie's resorts and hotels are synonymous with quality and personal service for the tourist and family travelers, at the same time offering thoroughly experienced, **professional** meeting and convention services.

Stan Musial & Biggie's Clearwater Beach, Florida, overlooks the gorgeous Gulf of Mexico. The Clearwater Beach Hilton is the ideal resort setting for great family fun on Florida's lovely West Coast. Starting with a magnificent white sand beach that stretches for 1,000 feet, there's everything for kids and grown-ups alike, including an Olympic size pool, boating, water skiing, deep sea fishing, championship golf, jai alai, horse and dog racing all nearby . . . and it's just 90 minutes from Disney World! There's nighttime fun for adults in the fabulous rooftop nightclub, the Glass Frogg; as well as the intimate Frogg Pond Lounge. Nearby attractions include Busch Gardens; the Circus Hall of Fame; scenic Indian Rocks and the Tiki Gardens.

Stan Musial & Biggie's Ivanhoe, Bal Harbour, Miami Beach, Florida is located right on the ocean in beautiful Bal Harbour. The Ivanhoe crowns a fantastic 270 foot beach that slopes gently down to the blue Atlantic. Family activities available include snorkeling, deep sea fishing, excursion boat trips, shuffleboard, free golf at three 18-hole championship courses nearby and a gigantic free-form pool with private cabanas, as well as jai alai, horse and dog racing. For grown-ups, there's lively entertainment in the Red Knight Room. Among nearby attractions are the Miami Seaquarium; Parrot Jungle; Miami Wax Museum; and Lion Country.

Stan Musial & Biggie's Hilton Inn, St. Louis, Missouri, is nestled on 14-beautifully landscaped acres of resort facilities. The St. Louis Hilton Inn is conveniently located opposite Lambert-St. Louis International Airport. This unique "resort within a city" features a heated outdoor swimming pool and sun terrace; tennis; shuffleboard; a fully-outfitted children's playground plus acres of rolling hills for kids. Adults will enjoy the Swinging La Rue Lounge with sparkling entertainment nightly.

Stan Musial & Biggie's special program for NIRA members, called the All Star Recreation Club, allows employees of member companies to enjoy substantial year-round savings at all three hotel and resort properties, with even greater savings at certain times of the year. For more information, or to order posters and membership cards, contact Bud Cartier, Stan Musial & Biggie's, Inc. 10330 Natural Bridge, St. Louis, Missouri 63134 □

The Don CeSar Resort Hotel — a return to elegance

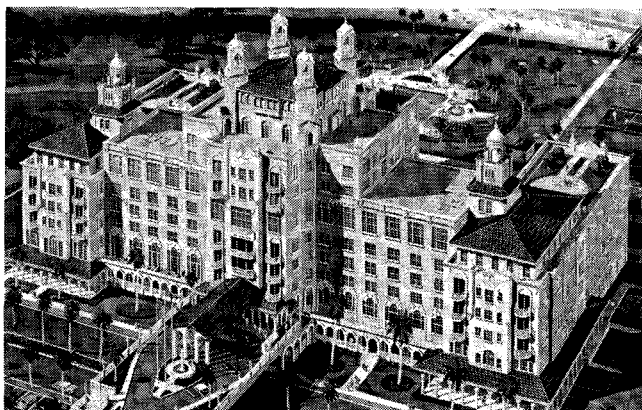
A RETURN TO AFFORDABLE ELEGANCE — that phrase summarizes what has happened on the white sand beach at St. Petersburg, Florida. The Don CeSar Resort Hotel has been reborn in all its glorious pink radiance. It has dignity and beauty of Old Spain, combined with modern luxury and the warm hospitality of the Southland. Fountains splash musically in the spacious halls, Moorish arches and wide windows allow the Florida sunlight to enter the rooms and outline the richly carved doors and opulent decor. Every one of the 272 rooms and 55 or more suites and efficiencies has a sparkling water view. Two penthouses are available for those who want to indulge themselves more luxuriously.

Lie on the beach and let the warm breezes and gentle breakers wash over you. Swim in the pool or take a stimulating plunge in the therapeutic whirlpool. Tennis and shuffleboard courts beckon. It's just a 10-minute drive to golf courses and, of course, the surrounding waters are a paradise for fishermen. Temptingly located in the hotel are smart shops and boutiques which offer unique and exotic items from here and abroad.

A variety of delectable foods are offered with flavors garnered from our own South — from Spain — from every place where food has captivated the palates of the most discerning. Cocktail lounges offer backgrounds for warm conviviality and gaiety. There is nightly entertainment to bring your day to a delightful and happy ending.

There is something to please everyone, offered in a style many thought would never return. The Don CeSar was restored so that we may know again the romance of the Old World and the gaiety of the 1920's, when the gorgeous "Pink Palace" was first conceived.

Come to the Don CeSar Resort Hotel and experience your own "Return to Elegance" and take advantage of a 25 percent discount on special rates to NIRA members. □



associate profile



Madison Square Garden — 'greatest sports, entertainment center in world'

If you can answer the following question, you can also add a lot of pleasure to your group's next visit to New York City. Ready?

What is the greatest sports and entertainment center in the world?

Now that wasn't hard, was it? Everything should be as easy as knowing there is always something going on at Madison Square Garden Center. And that includes making arrangements for your party of 25 or more to visit — through the Garden's willing group sales staff.

"We're always ready and anxious to help at any time" is the motto of group sales director **Carol T. Herold**. That must be true since she reports that group sales have jumped a whopping 300 percent in the last year.

The overwhelming attraction to Madison Square Garden is that there are so many kinds of events. The home of the National Basketball Association's Knicks, the National Hockey League's Rangers and championship boxing, Madison Square Garden offers such quantity and quality of other sports and entertainment throughout the year that it is virtually impossible for someone's taste not to be satisfied.

The Garden's Arena, Felt Forum and Rotunda also house such events as concerts ranging in music from rock to country to Sinatra; cultural and variety spectacles from all over the world; circuses; rodeos; ice shows; animal competitions; benefits; professional tennis, track



Arena action in the Madison Square Garden Center regularly includes events like the New York Rangers battling a National Hockey League opponent in front of enthusiastic sellout crowds. The diversity of the Garden complex — which contains the Arenas, Felt Forum and Rotunda — as well as the diversity of attractions and audiences combine to maintain Madison Square Garden as the undisputed center of sports and entertainment in the world.

Quality Inns — 'Inns with the sunny dispositions'

There are 350 Quality Inns located throughout the United States, plus Eastern Canada and Western Germany. The first European operation of the chain opened in Dusseldorf in May of this year. All Quality Inns are different and offer something for everyone — some are located along highways; others adjacent to airports; some are downtown; others in suburban areas, while still others are on beaches or in mountain resort areas. Whether it be a destination or a stop along the way, all Inns conform to high standards of operation.

Each Quality Inn provides the kind of service that realistically meets the needs of the traveling public and in many Inns, these needs are surpassed with innovations. Families — hungry and weary after several long, tedious hours of turnpike driving — find big, soft beds, wall-to-wall carpeting, large-screen television (most are color), individually controlled heating and cooling, a swimming pool, baby cribs and rollaways, and most important, a pleasant atmosphere. There is no charge for children under 17 years of age who stay in the same room as their parents.

Reservations can be confirmed in seconds and the professional staff of each Inn is trained to provide intelligent assistance to all guests.

For NIRA members planning group ventures, there is a Group Tour Planning office in Silver Spring, Md., and a special toll free number (800) 638-2657, that reaches the group tour personnel based in your area. These people can locate accommodations and get information back to you by phone within an hour — on the average.

Every Quality Inn varies — featuring the specialties of the area in activities and food. Quality Inns really are the "Inns with the Sunny Dispositions." □

and bowling; college basketball; Golden Gloves boxing and much more.

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Northwestern University graduate with bachelor of arts degree in psychology, seeking position in recreation as Social Director. Young man has experience as Country Club Recreation Director. Will relocate. Available immediately. Box 303, RECREATION MANAGEMENT.

Young man interested in an administrative position involving planning and development of recreation programs, seeking position. Holds a B.S. degree in education from Temple University. Desires Philadelphia area. Available im-

mediately. Box 310, RECREATION MANAGEMENT.

Young man, 23, with a master's degree in education seeking position in recreation management. Has experience as recreation coordinator and as sports and athletic supervisor. An Eastern, Midwest or Southern location desired. Available immediately. Box 313, RECREATION MANAGEMENT.

Young woman with bachelor of science degree is seeking a position in any phase of industrial recreation. Has recreation supervisory experience. No geographic preference. Available immediately. Box 319, RECREATION MANAGEMENT.

Male with master of science degree in recreation and administration from the University of Illinois and a bachelor of education degree from Queen's University in science and physical education desires an administrative position in industrial recreation. Available immediately. Box 322, RECREATION MANAGEMENT.



NIRA INFORMATION

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

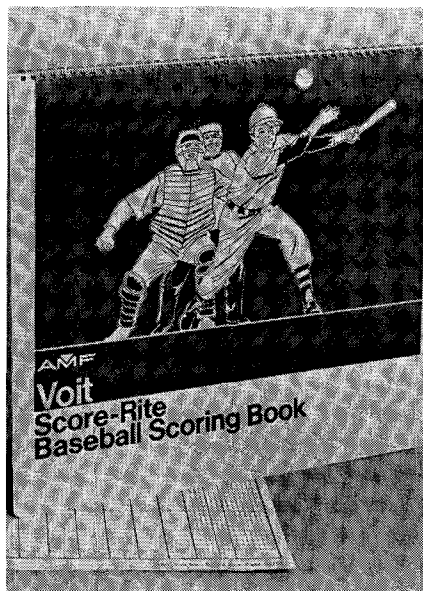
Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered. □

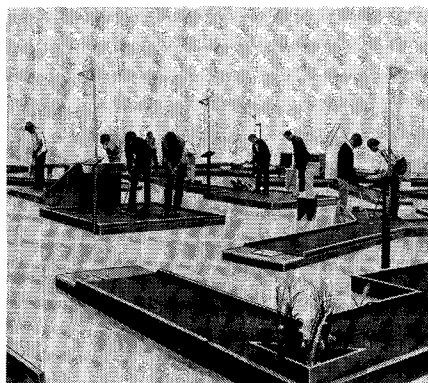
new products



1. Baseball scoring book

A new baseball scoring book, designed to meet the needs of all levels of baseball, contains a complete guide on scoring baseball and is large enough to record 25 games.

Each book comes with a durable varnished front cover to prevent damage and wear. Provided too is space for recording not only offensive play, but defensive performance of players and pitchers' statistics. Additional lines are included for recording substitutions. Scoring boxes are ruled so both balls and strikes can be recorded thus enabling a coach to follow each player's performance.

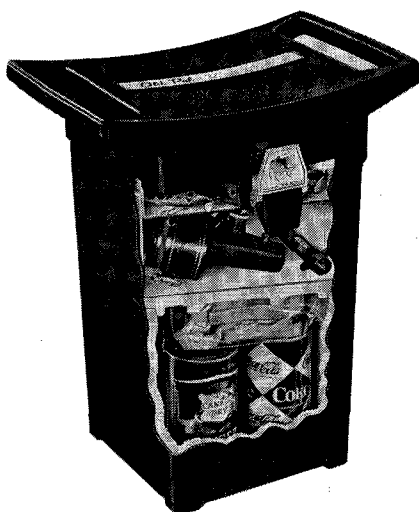


2. Miniature golf courses

Miniature golf courses — with an average gross of \$20,000 for six-month commercial operations — offer great revenue producing potential to supplement recreation budgets.

Course models can be set up indoors or outdoors and require almost no ground preparation. They can be installed on any fairly flat surface.

Three nine-hole courses — with a minimum of 1,500 square feet — are offered, along with two 18-hole and one 19-hole course — each requiring a minimum 3,000 square feet. Each green measures 6 feet by 8 feet, and all courses are equipped with special rubber tee off area, rubber tee pad and high quality chrome framing. Balls, putters, score tables, planters, score cards, pencils and plastic signs are also included.

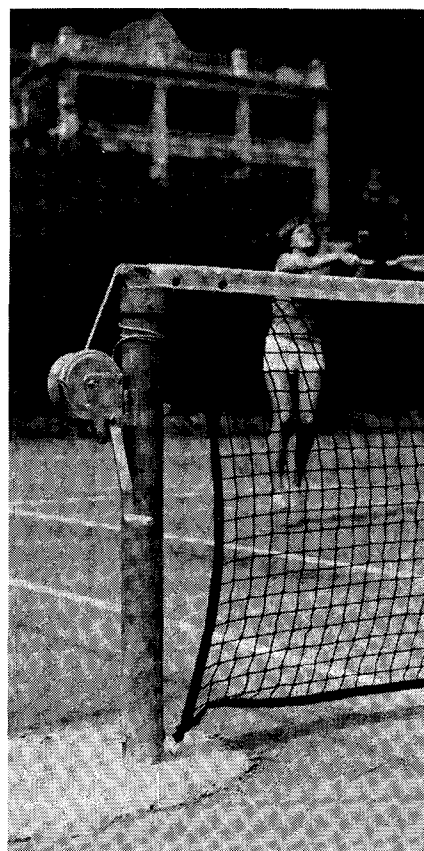


3. Fishing-seat doubles as tackle box, food, beverage cooler

This contoured fishing seat is an all-purpose tackle toter, as well as a food and beverage cooler — and

it's completely portable.

The "toteseat" comes equipped with two removeable trays, providing generous storage for fishing tackle, camp gear, rainwear and so forth. A third lower storage area, with lid, is completely insulated in thick styrofoam to keep food cool (or hot).



4. Synthetic tennis net

As the sport of tennis increases in popularity, a rugged post designed for many years' use and a special synthetic net have been engineered. The post may be installed permanently or with ground sleeves. The posts are of galvanized steel pipe; and with the post is included a reel, pulley, bolts and the heavy synthetic treated netting with vinyl top binding and vinyl coated steel cable.

5. Scrubber for tennis court maintenance

The KA-32 battery powered automatic floor scrubbing and buffing machine cleans a lot of floor surface quickly and quietly. Power steering and fingertip controls provide extreme maneuverability and ease of operation. The KA-32 is especially good where large amounts of floor space must be cleaned quickly, easily and frequently, such as in tennis court maintenance.

This machine does all — vacuums, scrubs and buffs.



6. Battery heated 'Lectra-Sox'

Energy heated clothing for maximum comfort in icy weather has been introduced and includes a complete line of products from Lectra-sox, Lectra-mits to Lectra-Pad (body warmer). All come in various sizes and colors.

7. Infrared stove/heater

A Butane powered, backpack-size, one-burner infrared stove and heater unit eliminates the need for buying two separate units.

It features a 4 1/2 inch wind-screen-reflector which makes it one of the most wind-resistant units

available. It has a nickel plated burner with stainless steel screens for a long life, a large 2 1/2 inch burner which warms cooking utensils evenly and prevents hot spots and an efficient pre-heat chamber below the burner.

To convert the stove to a heater is simple. Just insert the metal bracket between the base and support column and the heating unit automatically sets at a 45 degree angle for proper heat projection.



8. Imprinted bags

An unusual new catalog featuring myriad specially imprinted bags is

now available.

It features a wide variety of travel bags, garment valets and such sports oriented items as tennis bags and racquet covers, ski covers and golf bag covers.

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By Diane Duryea
Lisind International

Cruising The Romantic Rhine

'The Rhine—many impressions,
many moods flowing across
the headland of Europe
for over 800 miles'

FROM beginning to end, a cruise on the Rhine is a succession of constantly changing impressions. One moment the churning sound of a passing vessel draws your attention to a river barge, perhaps with a family of lively youngsters playing upon its decks. Then a sizeable city or medieval town comes into view as you round one of the river's many bends. Or perhaps you drift off into thoughts of what it really was like to live in one of those magnificent castles as you sail beneath their turreted portals.

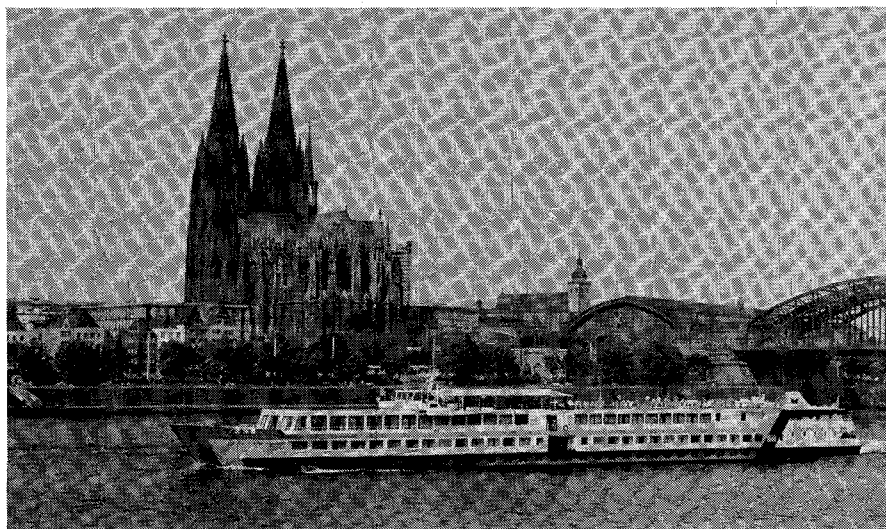
The Rhine — many impressions, many moods, flowing across the heartland of Europe for over 800 miles. From its origins high in the

Swiss Alps to its termination on reaching the North Sea, this magnificent river is a source of pleasure, a vehicle of commerce and is incredibly beautiful.

There are several shiplines offering cruises on the Rhine. A comparative newcomer is the Holland River Line, which operates the deluxe sister ships HOLLAND EMERALD and HOLLAND PEARL between Amsterdam or Rotterdam (respectively) and Strasbourg on four-day upstream, three-day downstream, and seven-day round-trip cruise itineraries. Built in 1971, the ships were designed especially for cruising the Rhine and other inland waters. They are fully air-con-

ditioned and each carries 190 passengers. All cabins are outside and are tastefully furnished as sitting rooms by day and comfortable bedrooms at night — each with private shower, toilet, radio and intercom. There is a spacious lounge with large picture windows on three sides, a cheerful dining room where gourmet meals are served in the finest international tradition, an intimate cocktail lounge, a club room, beauty parlor and gift shop. Another special feature is a large sundeck with lounge chairs, the perfect spot to take in the breathtaking scenery while enjoying all the luxuries of shipboard activity.

The HOLLAND EMERALD and HOLLAND PEARL have also been especially designed for recreation or business meeting groups. There are microphone outlets in all public rooms, and both the lounge and the dining room can be easily and quickly converted to accommodate a business meeting or other special activities. Meeting aids and audio-visual equipment can also be provided, and special itineraries,



A cruise down the Rhine — combining a luxury cruise with an opportunity to see breathtaking cities of Germany along the more than 800 mile river.

menus, or entertainment can be arranged to meet a group's particular requirements. The ships offer nightly entertainment and a full range of cruise activities.

The four-day upstream voyage departs **Amsterdam or Rotterdam** (depending upon which ship you are on) for a stopover in **Dusseldorf**, capital city of North Rhine Westphalia and a center for exhibitions and fairs. Here passengers can disembark for an overland tour to Cologne where they rejoin the ship.

From Dusseldorf the ship continues to **Cologne** — a city of commerce and industry. Lovely parks and boulevards embrace the river, and above the tree tops towers its most outstanding structure, Cologne's famous Cathedral begun in 1248 and completed in 1880. No one should miss a visit to this Cathedral — its size and magnificence are awe-inspiring. Cologne is noted for its interest in arts and science, and there are numerous museums here including the **Wallraf-Richartz Museum** with its collection of paintings by German and Flemish masters of the 15th and 16th centuries. Spanning the river is the world famous **Severin's Bridge** with its single pylon over 200 feet high and a tribute to modern technology and artistry.

The stretches of the Rhine from Cologne to **Mainz** are the most beautiful and scenic. Each turn unfolds views of story-book castles, vast green vineyards sloping down to the river's edge, historic and quaint towns and cities such as **Bonn, Remagen and Koblenz**, where the **Moselle** joins the Rhine. And just before arriving at **Oberwesel** you see the celebrated **Lorelei** thrusting outward from the bank at a point where the river narrows.

Oberwesel is a charming town of 14th-century architecture. A shore excursion here will take you to **Schonburg Castle** with its impressive circular wall. Visitors can also enjoy winetasting in a typical "Weinkellerei".

On the third day of the upstream cruise the ship visits **Worms**, one of the oldest towns in Germany — its

history strongly influenced by the Celts, Romans, Burgundians and Franks. One of its outstanding structures is the **Worms Cathedral** with its 11 towers dating from the 11th century. It is a typical example of the golden age of Romanesque architecture on the Rhine. In this region the surrounding vineyards produce the famous "Liebfrauenmilch" wine.

From Worms there's an overland tour to quaint **Heidelberg** with a visit to its famous castle which is built on the hillside. Here you have magnificent views of the town, the valley and the **Neckar River** below, and you can visit the gigantic cask of **Perkeo** deep in the Castle's cellar and enjoy the taste of some of the local wines. There's time to stroll through Heidelberg's narrow streets and browse in the many interesting shops before continuing to **Mannheim** to rejoin the ship.

The final destination of the upstream cruise is **Strasbourg**, seat of the Council of Europe and the largest French port on the Rhine. Strasbourg is of special significance as the cultural and economic center of **Alsace**, and its cathedral has been a principal sight for over five centuries. Among the cathedral's treasures are the **Astronomical Clock**, created by Jean B. Schwilgue, and its beautiful Rose window. A tour of this city includes a visit to the picturesque old city center known as "**La petite France**" with many inviting taverns and tempting shops.

From Strasbourg one can easily reach Zurich, Paris and many other centers of Europe by motorcoach, train or plane. It is also an excellent embarkation point for those who would rather make the three-day downstream voyage to Rotterdam or Amsterdam. The itineraries are similar with a few exceptions. On the first day downstream, the ship docks for an overnight visit in either Rudesheim or Assmannshausen, depending whether you are on the **HOLLAND EMERALD** or **HOLLAND PEARL**. Both of these neighboring towns offer the visitor a touch of the typical, jovial German nightlife.

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The Romantic Rhine

your second day of the downstream cruise takes you again through the magnificent scenery of the Rhine gorge with the Lorelei as

its highlight. To starboard are the **Taunus Mountains**, the **Westerwald** and the fascinating **Bergische Lane**, and to portside are the **Huns-**

ruck and **Eifel** as you cruise toward Cologne.

On the downstream voyage the ship overnights at Dusseldorf before continuing past the peaceful Dutch countryside. Dotted here and there are picturesque windmills and quaint homes amid grazing cattle and rich green fields. And before you realize the time has passed so quickly, it's arrival in either lovely Amsterdam with its tree-lined canals, or fascinating Rotterdam, Europe's largest seaport with some 400 towering cranes amidst thousands of ships' masts.

Cruising the Rhine provides a glimpse into the past hand in hand with the achievements of today. For the individual vacationer or recreation group such a cruise contains all the ingredients of a truly unforgettable experience. The many impressions of the Rhine, its ever-changing scenery combined with the romance of a cruise are bound to linger for a very long time for all who sail its meandering waters. □

Meet Your Board



CIRA Dick Wilsman, Recreation Manager, Johnson Wax Co., Racine, Wisc., has been elected Vice President of Research and Education of the NIRA Board.

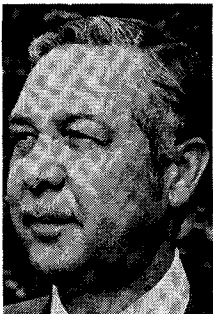
Wilsman is a graduate of Wisconsin State University at La Crosse and received his master of science degree from the University of Illinois, Champaign-Urbana, in Recreation Administration.

Prior to his current post, he was Executive Director of the Eau Claire, Wisc., YMCA; served as Park and Recreation Director of the city of Eau Claire, was an Assistant Recreation Director in Waterloo, Iowa, and served four years in the Air Force as Recreation and Athletic Supervisor.

Among his awards includes a distinguished Service Award from the Eau Claire J.C.'s in 1962 and a special recognition plaque from the Johnson Wax Employee's Association last year.

Dick has served on the NIRA Board since 1968 when he was named National Golf Chairman. From 1969-71 he was a NIRA Vice President of Program Services and last year served as President of the Milwaukee Industrial Recreation Council, comprised of 114 companies. He is also a Past President of the Wisconsin Park & Recreation Society. □

• • •



Jose E. Amores, Member of the Board, and Director of Services for Employees for Prevision Social Grupo Industrial, Av. Universidad Nte. 2204, APDO. 676, Monterrey, N.L. was recently re-elected to serve on the NIRA Board as Region IX Senior Director.

Amores' position with PSGI involves the administration of all employee services in this industrial group of 18,000 employees.

Amores, a professional educator, has been with PSGI since 1969. Prior to that he served first as a chemistry professor and then as the Dean of the College of Engineering at Monterrey Tech. He was Dean of the Preparatory School for Monterrey Tech. from 1947 to 1959.

He is a founder and director, since 1948, of the Artistic Society, a group of 2,500 members which presents concerts, theater and plastic art exhibitions.

Amores was president of the Instituto Mexicano do Ingenieros Quimicos, Monterrey, in 1974; president of the Asociacion Nacional de Escuelas de Ingenieria, 1964-1966; and president of the Asociacion Internacional de Clubes Sembradores de Amistad, 1961-1962, and 1971-1973.

Amores' honors include the National Prize in Chemistry, 1970, for educational contributions. □

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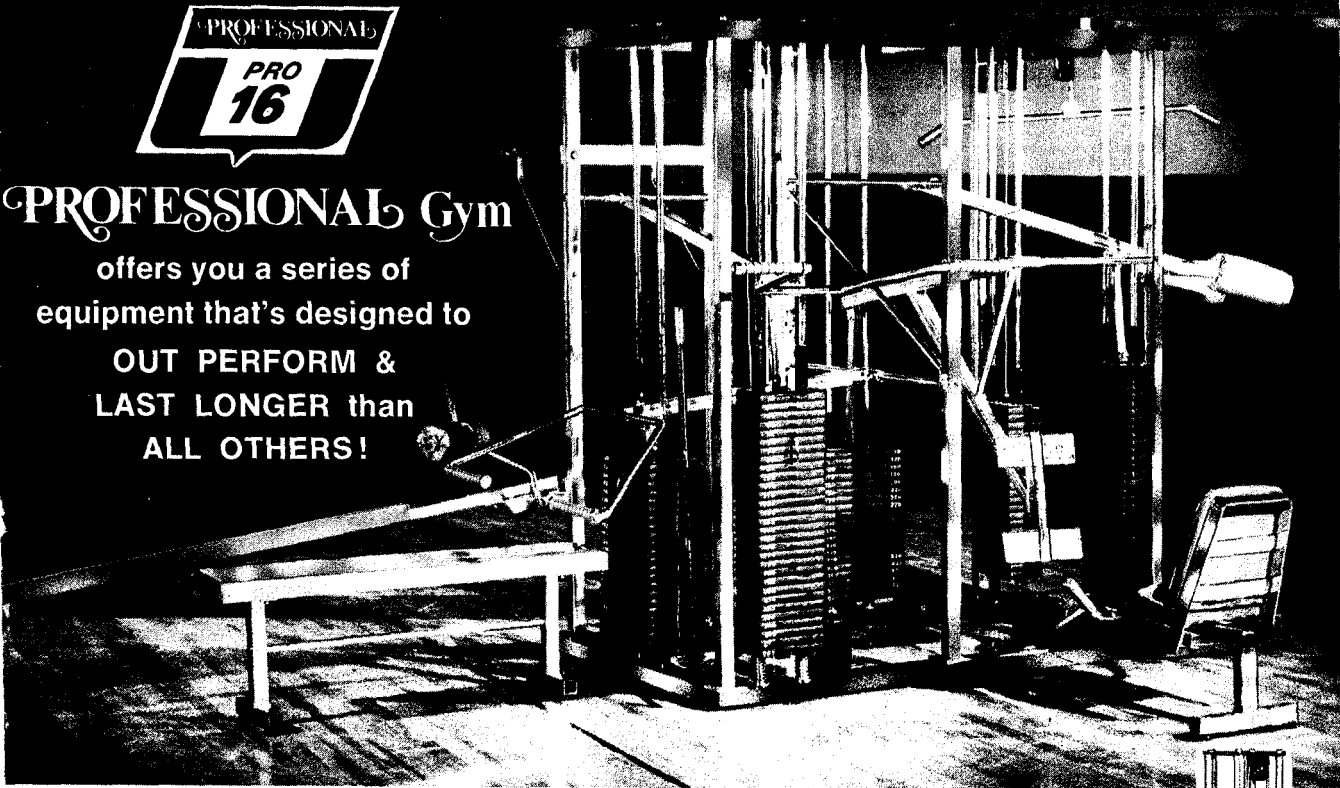
News Flash

As RM was going to press, it was learned the dates of the '75 Conference have been changed by one day. Dates now are officially Thursday, May 15 to Tuesday, May 20, rather than Friday, May 16 to Wednesday, May 21. This change will mean a savings to NIRA members of \$20 in air fare.



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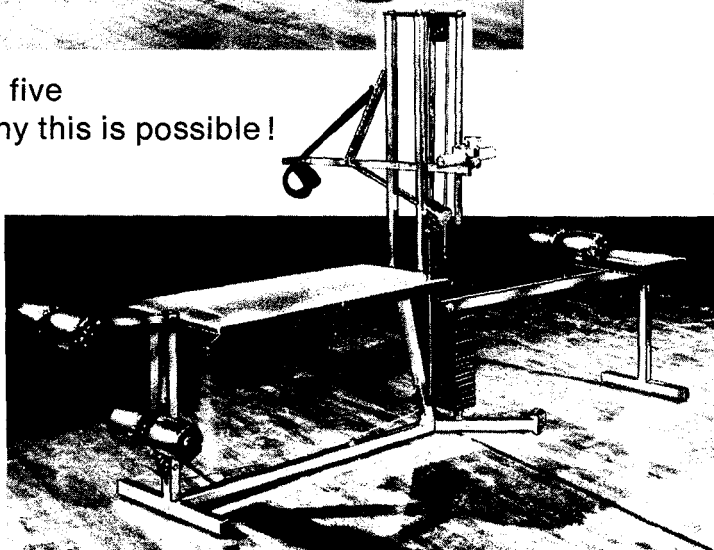
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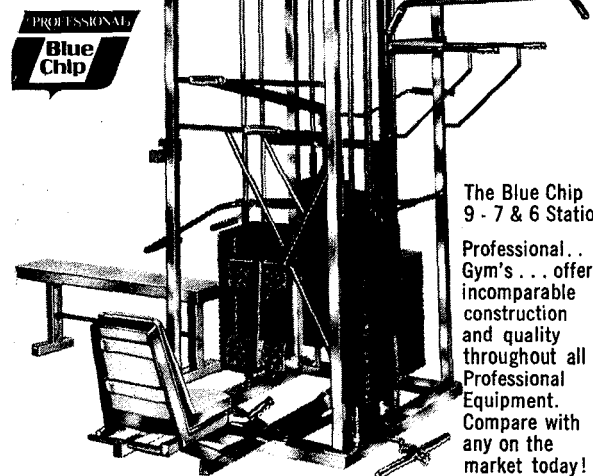
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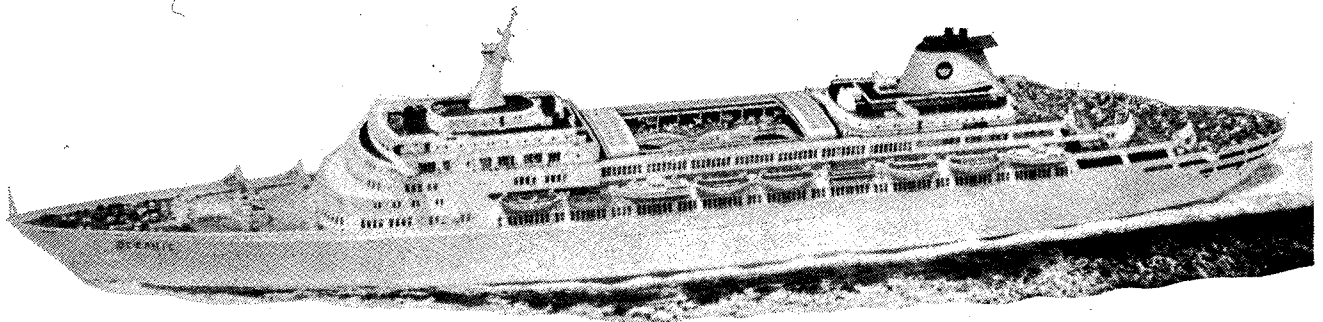
December, 1974

recreation management

IN THIS ISSUE: The Work Environment: Key to Greater Productivity. . . The outlook for Industrial Recreation in 1975. . . The Art of Budgeting. . . Buyer's Guide



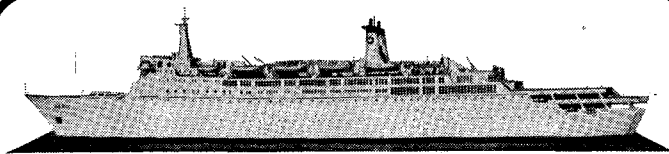
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recreation management

Volume 17, Number 10

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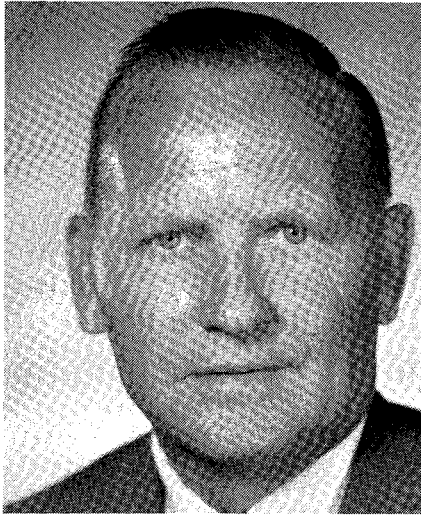
News Editor

Seapower Magazine

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President's Holiday Message



WITH the coming of the new year (and the beginning of NIRA's new fiscal year), I thought this would be a good opportunity to reflect for a moment on where NIRA is, where we think we are and where we are going. . . .

We think NIRA is on the right track, loaded with the right passengers and headed in the right direction. It is my pleasure to report Board actions since our annual conference in Atlanta.

During the recent Board Meeting in Milwaukee, Wisconsin, **Dick Wilsman**, Johnson Wax Co., Chairman of our Research Committee, introduced a resolution which has the potential to "sky rocket" NIRA services

to you.

From Dick's resolution, the Board took the following action:

1. Authorized Dr. C. J. Roberts to develop a resource book on Industrial Recreation for NIRA members which would include a detailed description of the varied programs directed by you — recreation directors. (No book has been written on Industrial Recreation in 25 years.)
2. Appointed Dr. Roberts to develop and present to the NIRA Board in January the following:
 - a. Plan regional workshops for "informational gatherings" to help Dr. Roberts secure the necessary information for the book.
 - b. A proposed plan to expand services.
 - c. Critique of the NIRA Certification Program.
 - d. Critique of NIRA publishing policy of *Recreation Management*.
 - e. Plans for a Foundation Appeal for Grants and Gifts.
 - f. Definition of the lobbying role of NIRA.
 - g. A study of the feasibility of changing the National Industrial Recreation Association to a title which reflects more employee services rendered than just that of recreation.

As you can see, many exciting plans are in progress for next year.

Continued on page 4

From the Editor

AS winter approaches in this year of economic discontent, concern over inflation is giving way in many people's minds to an even more chilling worry: the country may be heading into a deep recession or even a 1930s style depression. To give our readers a better idea of how this may effect them, in this issue we've tackled the problems of inflation from two points of view — how productivity is being affected and what can be done, "The Work Environment: Key to Greater Productivity", and how inflation will affect the field of recreation, more specifically, industrial recreation — and your jobs as recreation professionals, "The Outlook for Industrial Recreation in 1975." The story has been re-

searched by a securities analyst and written by two academicians in the field of business and finance.

The cover, designed once again by Art Blankenburg, a member of the RM Publications Advisory Board, reflects the thinking concerning industrial recreation during this inflationary period. Based on research, it seems the American worker will be stronger than ever on industrial recreation. This presents quite a challenge to the industrial recreation director.

. . .

And, to assist the industrial recreation administration in preparing for the changes to come in his programs during this financial squeeze, we offer an article on "The Art of Budgeting".

. . .

Note: NIRA has acquired almost 40 more new members — all signs seem to indicate we'll hit 1,000 members by Jan. 1, 1975.

. . .

Please take advantage of the Reader Service Inquiry Card inserted in this issue. For details on how to use, see NIRA News section of this issue. Also, this is the Buyer's Guide issue — for hints on where to buy at the best rates, consult the directory also inserted in this issue.

. . .

The NIRA staff wants to take this opportunity to extend to all readers of **Recreation Management** a Merry Christmas and a Happy New Year — and may the new year bring bigger and better things. □

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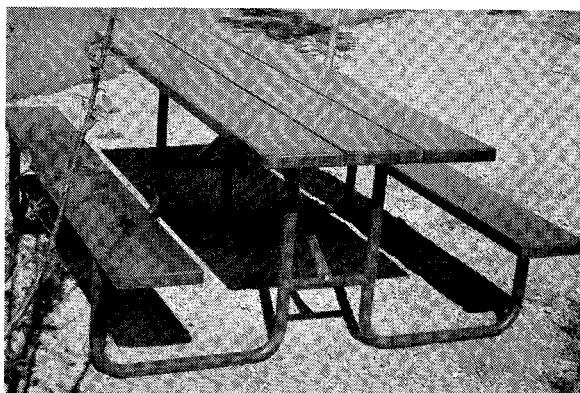
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President's Message

Continued from page 2

And too, we are looking forward to our first International Conference in Jamaica, May 15-20, 1975. The committees are well ahead of schedule in their planning, working long and hard to give you the best Conference ever. Specific information regarding the program, travel arrangements and the post conference tour will be coming to you soon.

Please begin making your plans to attend now and to bring an extra couple from your company with you. Surveys show that many International Conferences have been fun and successful. In many cases, the cost of travel will be less than traveling to a site in the United States, because we are being allowed a sizeable decrease in air fare through Air Jamaica.

Let me take this opportunity to thank all NIRA members for their work and dedication. You are making this year very rewarding to me personally because of your cooperation and support. Let us know what we can do to help you.

Rachel and I send our love, concern and best wishes to you and your loved ones during this Holiday Season and throughout the New Year.

See you in Jamaica!

W. M. Carter

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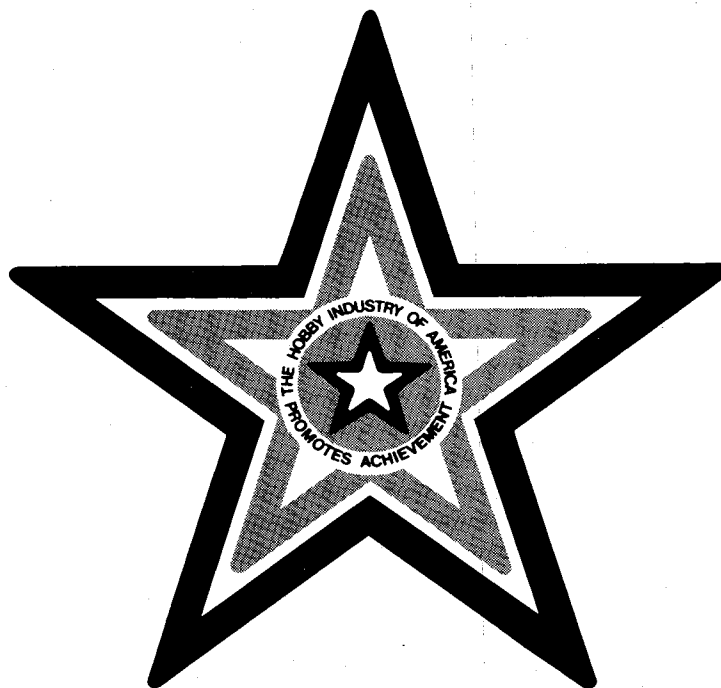
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company profile

Growth is key to recreation program at Riverside Hospital

Second of two articles on hospital recreation programs.

by Susan L. Covrett
Director of Public Relations
Riverside Hospital

DRAMATIC changes have taken place during the past few years at Riverside Hospital, a new, 276-bed, general hospital overlooking the Maumee River, near downtown Toledo, Ohio.

And the Hospital's concern with change and progress extends to employees as well as patients, explains **Mrs. Helen B. Shawen, Personnel Director** and general coordinator of recreation activities at Riverside.

According to Mrs. Shawen, "Progress has been the byword at the Hospital during its 90-year history, and although patient care is the primary concern, our employees are not forgotten."

This is evidenced by the new interest in growth of recreational and sport programs offered at the hospital which follows a national trend among hospitals and health-care institutions. "There is a large measure of pressure involved in health-care careers," Mrs. Shawen explains, "and we feel that the recreational programs we now offer can provide our employees with an enjoyable and healthful means of relaxation."

The opportunities for "extra-curricular" activities at Riverside Hospital include an active men's and women's sports program as well as the cultivation of group game sessions which include chess and crafts programs and the offering of group trips for Hospital employees. The

traditional employee and family picnic as well as special seasonal programs planned throughout the year round-out the ever-expanding program.

'Growth in Riverside Hospital's recreation and sports programs follows national trend among hospital and health care institutions.'

The organized recreational program at Riverside Hospital originally started during the early 60's when the Hospital offered group athletic programs as well as activities that were combined with a number of other companies in the Toledo area.

Subsequently, an enthusiastic Hospital administration started the ball rolling toward a more active recreation program nearly three years ago. First efforts included the organization of men's and women's softball teams through the cooperation of the Hospital's number one softball fan, **President Bruce F. Trumin**. The teams started by playing minor leagues in the Toledo area and have both been elevated to competition in the class AA in the City League.

The formation of a co-ed volleyball team has also become a val-

uable addition to the Riverside recreational program. Other sports programs drawing enthusiastic responses from Hospital personnel are the winter bowling leagues that the Hospital actively participates in as well as a beginners tennis program offered during the summer in cooperation with the City of Toledo Recreation Department.

"The Hospital employees determine to a large extent the type of recreational activities the hospital will become involved with," explains Mrs. Shawen. "Their enthusiastic responses have guided us in picking and choosing from among the many interesting and enjoyable programs offered. For example, a group of employees have started a Chess Club and have taken the responsibility to teach anyone in the hospital the game. This spirit of cooperation, we feel, has had a large part in the successful reception of the new programs," she states. In considering new programs, the employees are always consulted about their opinions on the venture.

From a small beginning, Hospital support of recreation has burgeoned and now the administration is busily engaged in planning for future recreation programs.

That proposed expansion includes research that is now being done into the feasibility of offering group vacations for Riverside

'To alleviate job pressure, recreation programs provide employees with an enjoyable, healthful means of relaxation.'

employees, through local travel agencies. Initial ventures into offering one-day mini-trips to area sights at reduced costs have proved to be successful. Examples are the special trips offered for Riverside employees to the Sea World of Ohio and the Cedar Point Amusement Park in Sandusky, Ohio. Reduced rate tickets are purchased through the Personnel Office for the mini-trips.

The Hospital also provides a large measure of "good old fashioned fun" through the Employee and Family Picnic which has been successful for the past two years. Ronald McDonald, of the McDonald Hamburger Chain, made a guest appearance at the picnic.

Tickets to sporting events in the Toledo area, including the University of Toledo Football games and Basketball games and the Toledo (Baseball) Mud Hen's games are also provided to interested employees on a first come and first served basis.

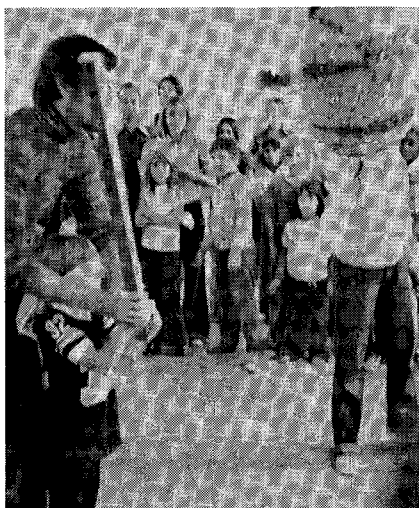
'Progress in patient care is byword of hospital which extends to area of employees services, as well'

What does the future hold for recreational programs at Riverside Hospital? "Trips and more organized activities," states Mrs. Shawen. The employees have encouraged this type of organized activity as being most to their liking. The group approach is something we are working with in regard to all our activities. The good will that has been generated by these recrea-

tional programs has, of course, been irreplaceable. There is much to be said for on-the-job cooperation that is, in many instances, a direct outgrowth of our recreational programs and the opportunities that they have provided our employees to get together frequently and to get to know each other.

The Riverside Hospital recreation

programs have received large measures of encouragement from both NIRA as well as the Toledo (Ohio) Recreational Association. Through these umbrella organizations, Riverside has been able to offer a wide-range of different activities including reduced costs on special programs and movies that come to the Toledo area. □



The Pinata, a game that originated long ago in Mexico, was the highlight of the Riverside Hospital Picnic for the children. With the object of breaking the paper-mache donkey Pinata with sticks, the children were rewarded for their efforts by finding many types of candy and little prizes inside.



Members of the Riverside Hospital (Toledo, Ohio) Women's Softball Team, The Fillies, proudly pose for their post-season team picture. After a slow start three years ago, the team has now climbed to league leaders in Toledo Softball circles. Jackets are provided by the hospital.

Official Results — '73 and '74 NIRA National Tournaments

Listed are the 1973-74 NIRA National Tournament winners. If information is desired on any of these programs or you would like to learn more about how you may participate, just contact NIRA headquarters.

National Champions

.22 Caliber Rifle

Daniel Comstock, Goodyear Tire & Rubber Company, Hartland, Vermont, .22 Caliber Rifle Individual (1974)

Goodyear Tire & Rubber Company, Windsor, Vermont, .22 Caliber Rifle Team (1974)

Karen Unfried, Wright-Patterson Air Force Base, Ohio, .22 Caliber Rifle Individual Woman (1974)

Christine Livengood, Naval Air Station, Pensacola, Florida, .22 Caliber Pistol Individual Woman (1974)

10 Meter Precision Air Rifle, Pistol Norman Goelzer, Ford Motor Co., Northville, Michigan, 10 Meter Precision Air Rifle Individual (1974)

Ford Motor Co., Dearborn, Michigan, 10 Meter Precision Air Rifle Team (1974)



Karen Unfried of Wright-Patterson Air Force Base, Ohio, came in first in the .22 caliber rifle Women's National Postal Matches shooting 193 perfect shots out of 200 fired.

Robert Hall, Lockheed Missiles & Space Co., Sunnyvale, Calif., 10 Meter Precision Air Pistol Individual (1974)

Lockheed Missiles & Space Co., Sunnyvale, Calif., 10 Meter Precision Air Pistol Team (1974)

Giovina Dauerer, IBM Corp., Poughkeepsie, N.Y., 10 Meter Precision Air Rifle Individual Woman (1974)

.22 Caliber Pistol

Archie Caple, Northwest Airlines, Inc., Richfield, Minn., .22 Caliber Pistol Individual (1974)

IBM Corp. Poughkeepsie, N.Y., .22 Caliber Pistol Team (1974)

Golf — "A" Division Team Golf (50 teams entered. Results are based on United States Golf Association rated par).

First Place — Wright-Patterson Air Force Base, Ohio; Jim Marable, Bob Schneider, Wil Hankey, Charles Elrod; 632 total; 576 rated par; 14 per man over par; 56 over par

Second Place — Armco Steel, Middletown, Ohio; Ray Martin, Jr., Dick Roots, Terry Rosenfelder, Steve Nelson; 649 total; 576 rated par; 18.25 per man over par; 73 over par

Third Place — McDonnell Douglas Aircraft, St. Louis, Mo.; Diller, La Plant, Reece, Clinton; 669 total; 576.8 rated par; 23.05 per man over par; 92.2 over par

"B" Division Team Golf (64 teams entered)

First Place — Quasar #1, Franklin Park, Ill.; Mazzetta, Duski, Lorenz, Massman; 675 score; 576.8 rated par; 98.2 over par; 12.2 per man over par

Second Place — Motorola #1, Schaumburg, Ill.; Ostrega, Cesare, Kloc, Sr. and Kloc, Jr.; 699 score; 576.8 rated par; 122.2 over par; 15.2 per man over par

Third Place — Delco Moraine, Division GMC, Dayton, Ohio; J. Arnett, D. Cavin, C. Burnside, R. Fearn; 702

score; 576 rated par; 126 over par, 15.7 over par per man

"A" Division National Medalists

First place — Charles Elrod, Wright-Patterson Air Force Base, Ohio; 150 score; course rating 154.6 over par

Second Place — Steve Lambert, TRW, Inc., Cleveland, Ohio; 155 score; 144 rated par; 11 over par

Third Place — Wil Hankey, Wright-Patterson Air Force Base, Ohio; 155 score; 144 rated par; 11 over par

"B" Division National Medalists

First Place — Eldon Lenhoff, Champion Papers, Hamilton, Ohio; 168 score, 144 rated par, 24 over par

Second Place — J. Keleman, Standard Register, Dayton, Ohio; 171 score, 144 rated par, 27 over par

Third Place — Bob Peters, Inland Division, GMC, Dayton, Ohio; 173 score; 144 rated par, 29 over par

Bridge

Susan Wilson & Dr. Samuel Givens, Hoffman-LaRoache, Inc., Nutley, N.J., Duplicate Bridge (1974)

Fishing

Ronald Harry, Frigidaire Co., Dayton, Ohio, Fishing (1973)

John Vinc, Jr., Dominion Foundries & Steel Ltd, Hamilton, Canada, Fishing (1973)

Ken Tackett, Owens-Illinois, Inc., Toledo, Ohio, Fishing (1973)

Tom Hansen, 3M Co., St. Paul, Minn., Fishing (1973)

Greg Stall, Frigidaire Co., Dayton, Ohio, Fishing (1973)

Gene Kulzer, 3M Co., St. Paul, Minn., Fishing (1973)

Photo Contest

Willie Archer, Corning Glass Works, Corning, N.Y., Photo (1973)

Men's, Women's Bowling

Corning Glass Works, Corning, N.Y., Men's Bowling (1974)

Teledyne Corp., Toledo, Ohio, Women's Bowling (1974)

Presidential Awards

Northern Natural Gas Co., Omaha, Nebraska, Exceptionally Creative Citizens Savings Award Entry (1974)

Dave Shanker, Shanker Industries, Inc., Cleveland, Ohio, 25 Year Service Award (1974)

Beach Club Hotel, Ft. Lauderdale, Florida, Outstanding Service (1974)

Norwegian Caribbean Lines, Inc., Miami Florida, Outstanding Service (1974)

Mel C. Byers, Owens-Illinois, Inc., Toledo, Ohio, Distinguished Service (1974) □

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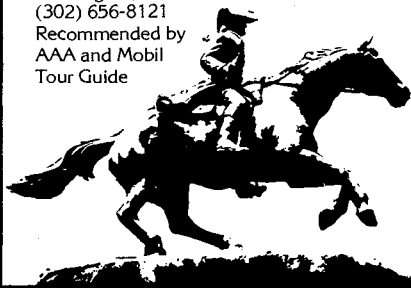
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At Flick-Reedy

A Productive Day Discussing Productivity

18 Japanese businessmen spent the day recently at Flick-Reedy Corporation discussing problems of productivity with Chicago area members of NIRA

IT was a meeting of minds and of cultures.

Eighteen representatives of various companies in Japan were in Chicago and met with several Chicago area industrial recreation directors. The purpose: to discuss solutions to enhancing productivity in both countries and to find out what attempts are being made here to solve some of the problems in the area of human development in corporations.

The event was held at Flick-Reedy

Corporation, hosted by Company President Frank Flick, and Company Vice President Art Conrad, a NIRA Vice President.

During the exchange, it was discovered that the sudden affluence in Japan has created serious spiritual and moral problems in Japanese society. The traditional values of hard work, thrift and loyalty are fast losing ground (similar to this country) and "hedonistic individualism" and anti-institution sentiment are emerging with great force.

The study team was organized and sent to the U.S. by the Japan Productivity Center, a non-profit foundation headquartered in Tokyo.

The delegation of Japanese repre-

sentatives and NIRA members arrived at the striking, sprawling 96-acre campus of Flick-Reedy in a Chicago suburb, where they were ushered on a tour of the company's plant and recreation facilities.

President Flick addressed the group briefly on the company's philosophy of recreation-based on "volunteerism." He said that Flick-Reedy gives employees the recreation programs they want, if they'll do the work. "We feel our employees are opposed to the idea of being controlled, of being told which programs they must have. Selecting their own programs and making sure they work, through our

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The delegation of 18 Japanese industrialists and NIRA Chicago area members gathered in the Flick-Reedy auditorium to be welcomed by Art Conrad, Vice President of Flick-Reedy, and Frank Flick, President. Their remarks were translated immediately into Japanese.

CIRCLE READER SERVICE CARD NO. 120

system of volunteerism we feel makes our employees more involved with a recreation project and, in turn, more involved with the company."

Subsequently, Conrad and Bob Stein, Flick-Reedy's Vice President of Personnel, discussed how a corporation works with NIRA and touched briefly on productivity in this country.

Stein indicated that productivity has declined in this country because our government has contributed to work slowdowns playing to the non-productivity of unions. In this country, he said, unions have set the laborer against company loyalty and against management. At Flick-Reedy, he suggested, management tries to instill loyalty by maximizing the fulfillment of all aspects of employees' personalities. This is done by providing the right working and "playing" environment. For example, he told that Flick-Reedy's standards of productivity are set by the men on the machines rather than the industrial engineers. Through such a process, the company has discovered higher standards are being set and productivity is greater than ever.

After a lovely, catered lunch at

the company, the group reassembled to begin a round table discussion. The Japanese delegates asked questions of NIRA members and such topics were touched upon as municipal versus company recreation facilities; the importance of recreation in this country; the kinds of programs offered; the different ways in which recreation programs are administered and where the demand for programs comes from (mostly from employees and their families), and how through recreation, an employee is made to feel more a part of his company which enhances his loyalty.

The Japanese visitors indicated that programs in Japan — which are strong and viable — usually feature the sports activities. But they stated, participation has dropped in all programs — only some 25 percent are joining the industrial recreation clubs, one man said. The young employee today — who is heavier and less active than his older counterparts (much like youth in the U.S.) is seeking his own recreation and much of his leisure time is used for watching television, going to the theater and movies.

In some companies, the Japanese men indicated, each division has its

own recreation committee, under the auspices of a National Training Association. And, regardless of size, they said, even small companies have a room or area set aside for recreation, even if its only for a chess club.

For the most part a big company facility or community facility is used. Travel is popular and the large companies own resorts where employees may stay at inexpensive rates.

In many industries offering recreation, they stated, the labor union, the company and the health promotion union in the company get together to have cultural and athletic meetings on programs. But, they indicated interest in health and cultural activities is declining so new activities are being developed such as hobby programs.

It was discovered throughout the course of conversation, that the problems Japan is facing with productivity today are not too dissimilar from the problems faced in this country. And only through "human" programs — such as recreation in industry — can we hope to redevelop "wholesome individuals in the mass, technological societies of Japan and the U.S." □

Japanese Participants ● ● ● ● ● ● ● ●



UEYAMA, Yoshinori
Executive Director
KINKI NIPPON RAILWAY CO. LTD.
6-1-1 Uehon-machi, Tennoji-ku
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(Team Leader)



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OSAKA CITY GOVERNMENT
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Uchibon-machi Higashi-ku
Osaka

(Team Secretary)

travel spotlight

Kingston — 'Soul of Jamaica,' Site of 34th Annual NIRA Conference

by
Virginia Radcliffe

Jamaica's capital city, Kingston, has been described in ecstatic terms by some and with verbal brickbats by others. This is not surprising; most big cities have a number of faces, and when a metropolis encompasses as much action as does

Kingston, points of view are bound to differ. The kaleidoscopic variety also makes things interesting and often exciting for visitors.

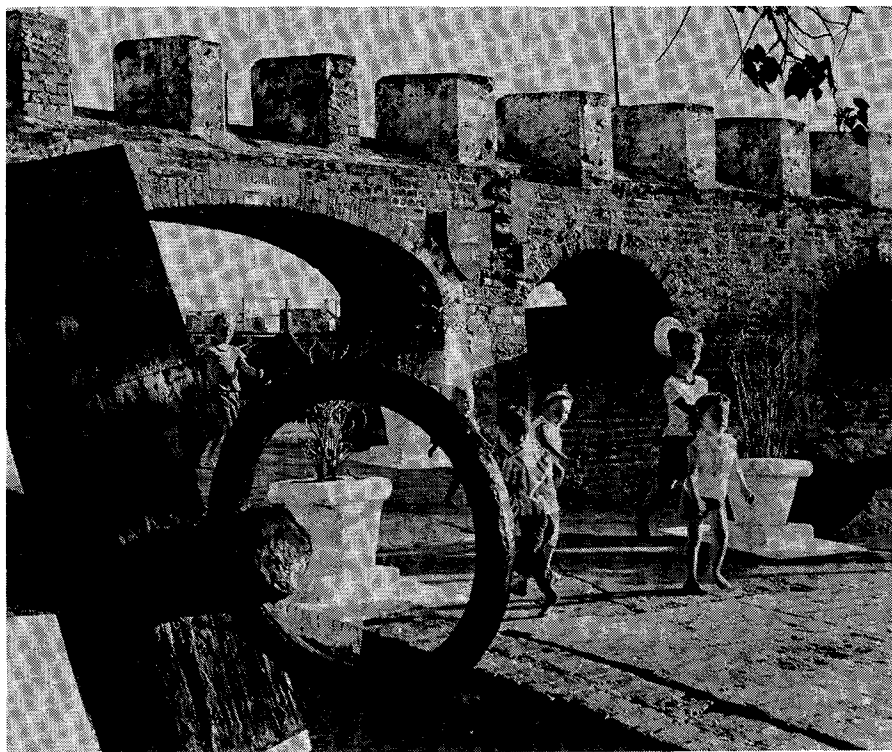
It's a harbor town, scene of constant movement of ships, from cruise liners to yachts. Norman Manley In-

ternational airport, skirting the vast bay, adds to the commotion with a bustling influx of travelers. It is a town with a strong West Indian flavor, generally mild and sunny, decorated by tropical foliage and flowers. Romance and history remain, even in the areas where new and modern buildings rise against the background of the Blue Mountains.

It's also the seat of much lively government activity. The young nation of Jamaica, having celebrated its 12th anniversary of independence, is busy with development on all fronts. Restaurants, hotels, clubs, night spots are full and swinging, patronized by a colorful mixture of local residents, visiting businessmen, tourists, expatriates, university people and artists. Life in Kingston is the life of a cosmopolitan city, but with a distinct British accent.

Visitors arriving by air or by ship may first notice that the city seems to be set in layers; first, the curving arm of sand that protects the harbor and houses both the modern airport and the remains of the 17th-century city of Port Royal. Then, at the edge of the city itself are the wharves and industries and a new skyline of modern buildings. Here is the famous Crafts Market, the many free-port shops, the Institute of Jamaica with its fascinating archives of old Jamaica, Victoria Park and busy King Street.

Moving farther inland to the section known as Half Way Tree, one



Jamaica's Fort Charles has seen many chapters of history. Built on the foundations of a fort that guarded Port Royal after the infamous city was destroyed in the earthquake of 1692, it came under the command of young Horatio Nelson in 1779. During the American War of Independence, Fort Charles was equipped with 104 cannons, while the huge anchor in the foreground is believed to have come from a Spanish man-of-war sunk in Kingston Harbor. (Jamaica Tourist Board Photo.)

finds the third layer; New Kingston and the Liguanea Golf Club. Here are most of the city's hotels, some big and bustling, some small and elegant. Many of Kingston's most delightful shops are also in this area, and a plentiful array of eating places. Some are in hotels, others are individual cafes with specialties of Jamaican cuisine, French or Italian.

A few blocks further north are King's House, home of the Governor General, and Jamaica House, residence of the Prime Minister. To the east are the famous and beautiful Hope Botanical Gardens and the University of the West Indies. And in the bewildering maze of curving drives and lanes are most of the older, traditional residences, many

quite historic. Some have been converted to art galleries and shops; others, notably Devon House, have been authentically restored. Devon House is now a popular museum, restaurant and shopping arcade, one of the most attractive stopping places in the entire city.

To the west and north it now begins to get hilly and the homes in such happily named places as Constant Spring are often perched on hillsides with steep access roads. Gardens and landscaping tend to be spectacular and one glimpses views of the city below at every turn of the road. The Blue Mountains are near, and the Constant Spring Golf Course has, as one of its attractions a rolling, wooded layout.



Jamaican painter Everald Brown, who has won a number of awards for his symbolic and mystical "primitives", is also the creator of unusual musical instruments. A pastor of the Ethiopian Orthodox Church, Brother Brown and his family perform worship concerts in the yard of their home. (Jamaica Tourist Board Photo.)



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Surrounding the city are some of Jamaica's most historic places; Spanish Town, the Jamaica Folk Museum, the old fort at Port Henderson and Old Harbour. One can go and see to the improvement of the breed at Caymanas Race Track, set in a vast sugar cane field, watch polo played nearby or try the 18-hole course at Caymanas Golf Club. If West Indian style sports hold appeal, one can see cricket, soccer or games (track) at the National Stadium and sometimes catch a rock festival or the crowning of a beauty queen.

Tennis, sailing, swimming and even snorkeling are easy to arrange. Day sails to nearby sandy cays are the most popular, but for the lazy hotel guest, almost all of Kingston's hostelries have pools. Most feature outdoor barbecues or buffets at least once a week, and a favorite evening diversion is to drive up into the mountains for dinner and the view at Casa Monte, Blue Mountain Inn or Stony Hill.

Kingston offers another surprise

for the restless. Lying as it does on the southern coast at the narrowest part of the island, it is a simple matter to fly up to the north coast to the Ocho Rios area or to Port Antonio for lunch. A bit less adventurous but just as rewarding are drives through the Blue Mountains to Castleton or Cinchona, where still other botanical gardens are nestled in the surrounding tropically green hills.

For visitors who would like to know Kingston and the resident Jamaicans better, the Jamaica Tourist Board has dreamed up a diverse program of attractions that include "Duppy" (ghost) night at Devon House, a beach barbecue at Lime Cay and a "Buccaneer's Banquet" at Port Royal. The Devon House party happens on Monday evenings in the gardens and Port Royal Gorge Shop with a Jamaican buffet, music and a folklore show. The barbecue — with transportation from the Forum Hotel at Port Henderson — takes place each Wednesday and includes luncheon, open bar, calypso music, swimming

and snorkeling off the lovely white sand beach. The pirate banquet at Port Royal's famous Fort Charles is held Thursday evenings and includes a Jamaican dinner, open bar, floor show and dancing.

What to Wear?

Dress for all these occasions is informal, although it is well for visitors to remember that when they are exploring Kingston itself, they are in a city where short shorts and bikinis are inappropriate for street wear. The weather is warm but not oppressive. Many seasoned Jamaica-lovers — both men and women — travel light and when they arrive, shop for island fashions, which are attractive and suited to the climate. A word of caution: hotels and restaurants are air conditioned. A sweater or wrap should go into the suitcase along with that spare pair of specs.

There is so much to see in this city that has been called the "Soul of the Jamaican nation," it would be a pity to miss a thing. □

Convention site: Sheraton-Kingston Hotel



Sheraton-Kingston

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Don't forget the Sheraton-Kingston May 15-20, 1975!

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1975

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297 Westport Avenue
Norwalk, Conn. 06856

Circle No. 31 on Reader Service Card

FUND-RAISING

NEW ENGLAND (617) 878-5152 ART PUBLISHERS

The World's most beautiful personalized deluxe Christmas cards of the highest quality and designs. "Designed for particular people." Serving recreation and employee clubs for over 25 years.

James J. Harkins, Sales Manager
10 Railroad Street
North Abington, Mass. 02351

Circle No. 32 on Reader Service Card

QSP-SUBSIDIARY (914) 769-7000 OF READER'S DIGEST ASSOCIATION, INC.

QSP offers the most comprehensive fund raising programs for any size organization. Famous-name candies, like Heath's, M & M's and Stuckey's, almost 300 of the most popular magazine titles and a music program offering a wide variety of selections on records, 8-track and cassette tapes.

Mr. Olin Johnson
P.O. Box 301
Pleasantville, N.Y. 10570

Circle No. 33 on Reader Service Card

Buyer's Guide page 6

TECHNICOLOR, (213) 843-7400 INC.

Complete photofinishing service plus a line of film products offers an exciting new profit package for employee groups. Technicolor offers exclusive Full-Vue prints, color-rich slides and movies, enlargements, movie splicing and cartridgeing at special rates. Club members send no money with orders and are billed once a month for services used. Total color with total convenience.

C.B. Miller, Director Sales Promotion
6311 Romaine Street
Hollywood, Calif. 90038

**Circle No. 34 on Reader Service Card
Ad appears on Cover IV.**

PRIZES/TROPHIES/GIFTS

CREATIVE (312) 782-2317 AWARDS BY LANE

Recognition awards - trophies - plaques - jewelry - Holloware - custom awards - Prizes - Novelties - Premiums.

Don Thompson, President
32 West Randolph St.
Chicago, Ill. 60601

Circle No. 35 on Reader Service Card

SHANKER (216) 241-3811 INDUSTRIES, INC.

Xmas toys for childrens parties; incentive gifts; picnic gifts.

David Shanker, President
1640 Superior Avenue
Cleveland, Ohio 44114

**Circle No. 36 on Reader Service Card
Ad appears on page 48.**

TROPHYLAND (305) 823-483 U.S.A., INC.

A.A. Kaplan, President
7001 W. 20th Avenue
Hialeah, Florida 33014

Manufacturer of trophies, medals, plaque custom design awards and award ribbon

Circle No. 140 on Reader Service Card

SERVICE ORGANIZATIONS

THE ATHLETIC INSTITUTE (312) 644-3020

Producers and distributors of "Sports Techniques" super 8mm loop films and publications, 16mm feature films & academic publications as related to fields of athletics, physical education & recreation.

Robert G. Bluth, Director of Publications
705 Merchandise Mart
Chicago, Ill. 60654

Circle No. 37 on Reader Service Card

HOBBY INDUSTRY ASSOCIATION OF AMERICA, INC. (212) 924-4262

Jane Goldsmith
Department R
200 Fifth Avenue
New York, N.Y. 10010

Circle No. 141 on Reader Service Card
Ad appears on page 6.

NATIONAL SPORTING GOODS ASSN. (312) 944-0205

Industrywide trade association for sporting goods retailers, jobbers, team distributors and manufacturers. Publishers of SELLING SPORTING GOODS magazine.

G. Marvin Shutt, Executive Director
717 N. Michigan Avenue
Chicago, Ill. 60611

Circle No. 38 on Reader Service Card

REVLON, INC. (212) 758-5000

Cosmetic, fragrance and toiletry products for employee sales and gift programs.

Stephen B. Parkoff, Dir. Special Prod. Market
767 Fifth Avenue
New York, N.Y. 10022

Circle No. 39 on Reader Service Card

THE TRAVEL RESEARCH ASSN. (801) 581-6333

TTRA is non-profit, educational organization devoted to dissemination of best and most current travel research through its publi-

cations and yearly conference.

Mari Lou Wood, Executive Secretary
P.O. Box 8066, Foothill Station
Salt Lake City, Utah 84108

Circle No. 40 on Reader Service Card

SPORTING GOODS

BASEBALL-SOFTBALL

J. deBEER & SON, INC. (518) 438-7871

Manufacturers of baseballs and softballs.

F.S. de Beer Jr., Secretary/Treasurer
P.O. Box 11-570, 5 Burdick Drive
Albany, N.Y. 12211

Circle No. 41 on Reader Service Card

DUDLEY SPORTS CO. (212) 594-7840

Leather and rubber covered baseballs and softballs, aluminum bats, baseball and tennis pitching machines.

Charles H. Gilbert, President
29 West 34th Street
New York, N.Y. 10001

Circle No. 42 on Reader Service Card

HILLERICH & BRADSBY CO. (502) 585-5226

Louisville Slugger and H & B baseball, softball and Little League bats, and the space-age magnesium bat—The Mag Bat.

Frank McMenamin
P.O. Box 506
Louisville, Ky. 40201

Circle No. 43 on Reader Service Card
Ad appears on page 7.

BASKETBALL

PORTER EQUIPMENT CO. (312) 671-0110

Pole-mounted basketball backboard sets, backboards, goals, nets; Volleyball & bad-

mitten nets; striking bag platforms & swivels; outdoor game poles; air pumps; cargo fasteners; bike racks; tennis equipment; crash landing mats; all purpose cones.

Joe Margowsky, Sales Mgr. Consumer Products
9555 Irving Park Road
Shiller Park, Ill. 60176

Circle No. 44 on Reader Service Card

BOWLING

AMF BOWLING (516) 333-6900 PRODUCTS CORP.

Full line of bowling equipment, balls, bags, and shoes.

Al Spanjer, Director Advertising & Promotion
Jericho Turnpike
Westbury, N.Y. 11590

Circle No. 45 on Reader Service Card

GOLF

FAULTLESS (614) 349-8351 SPORTS

Manufacturer of golf balls, clubs and gloves-2 piece surlyn cover golf balls, and investment cast clubs both endorsed by Lee Trevino. Free catalog available upon request.

Jack Kehl, Sales Manager
160 Essex Street
Newark, Ohio 43055

Circle No. 46 on Reader Service Card

LOMMA (717) 343-4741 ENTERPRISES, INC.

Miniature Golf Courses - portable, prefabricated. Installed in one day. Earn \$18,000-\$25,000. Priced from \$8,900. Financing available.

J.J. Lomma, Advt. Manager
Spruce Street & Wyoming Ave.
Scranton, Pa. 18501

Circle No. 47 on Reader Service Card

NORTHWESTERN (312) 275-0500 GOLF CO.

World's largest exclusive manufacturer of golf clubs. In business for 46 consecutive years. Offering premium golf clubs from 18-8 stainless steel investment casting (lost wax process) to junior sets for 5 to 9 year olds.

Bob Evert, Asst. Sales Manager
4701 N. Ravenswood Avenue
Chicago, Ill. 60640

Circle No. 48 on Reader Service Card

PLYMOUTH GOLF (215) 828-7400 BALL CO.

(A SHAKESPEARE COMPANY)

Golf balls of maximum quality—surlyn covered—stock brands—range—custom imprinted. Shakespeare Graphite shaft golf clubs.

David W. Campbell, Director Specialty Sales
Butler Pike
Plymouth Meeting, Pa. 19462

Circle No. 49 on Reader Service Card

UNIROYAL, INC. (513) 242-7503 (GOLF PRODUCTS DIVISION)

Golf Balls.

J.M. McAllister, Sales Manager
4921 Para Drive
Cincinnati, Ohio 45237

Circle No. 50 on Reader Service Card

SOCCER TABLES

AMERICAN (513) 772-124 YOUTH MARKETING, INC.

Dwight Day, General Manager
60 Novver Drive
Cincinnati, Ohio 45215

FOOSBALL brand soccer tables... the undisputed leader in the soccer table industry. Acclaimed nationally and is quality equipment at a reasonable price with guaranteed parts availability. FOOSBALL is the brand demanded by players of the game.

Circle No. 142 on Reader Service Card

SHOOTING SPORTS

CASWELL (612) 377-1730
EQUIPMENT CO., INC.

Indoor and outdoor shooting range equipment for all handguns and rifles—no shotgun equipment. In use since 1926 throughout the world.

Ted Busch, V.P., Sales
1215 Second Ave. No.
Minneapolis, Minn. 55405

Circle No. 51 on Reader Service Card

TIMELY (203) 255-2828
PRODUCTS CORP.

Battery heated Lectra-Sox, Lectra-Mits, and Lectra Pad for all outdoor winter activities.

Richard L. Johnson, V.P. Sales
210 Elliot Street
Fairfield, Conn. 06430

Circle No. 52 on Reader Service Card

TENNIS

ALBANY (518) 445-2272
INTERNATIONAL CORP.

Bolttex portable tennis court is a complete court package for indoor use. Synthetic, textile surface converts any flat space to a tennis court in less than one hour.

R.J. Thompson, Director of Marketing
1373 Broadway
Albany, N.Y. 12201

Circle No. 53 on Reader Service Card

LOMMA (717) 343-4741
ENTERPRISES, INC.
PLATFORM TENNIS DIV.

Builder of official APTA approved platform tennis courts.

R.J. Koester, Jr., Marketing Director
Spruce Street & Wyoming Ave., Lomma Bldg.
Scranton, Pa. 18503

Circle No. 54 on Reader Service Card

MEDALIST (616) 279-5211
STANDARD STEEL

Platform tennis courts, bleachers, benches.

J.B. Ruggles, Natl. Sales Mgr.
420 14th Street
Three Rivers, Mich. 49093

Circle No. 55 on Reader Service Card

MISCELLANEOUS

AMF VOIT (714) 546-4220

A complete line of sporting goods including basketball, football, soccer, volley ball, tether balls, water sports, racquetball, bowling, and exercise equipment.

Richard G. Smith, Advtg. & P.R. Mgr.
3801 S. Harbor Blvd.
Santa Ana, Calif. 92704

Circle No. 56 on Reader Service Card

EXER-GENIE, (714) 870-8840
INC.

Physical conditioning and exercise equipment. Convenient, effective fitness devices for individual or group workouts. Budget priced. Use at home, office, gym or in travel. Write for information.

E.E. Holkesvick, President
P.O. Box 3320
Fullerton, Calif. 92634

Circle No. 57 on Reader Service Card

PATTERSON- (408) 244-5255
WILLIAMS MFG. CO., INC.

W.W. White, Sales Manager
251 Aldo Avenue, P.O. Box 508
Santa Clara, California 95052

Playground, park and outdoor athletic equipment engineered and built for lifetime use. Athletic equipment includes baseball and basketball backstops, goals for football and soccer, gameposts for tennis, volleyball and badminton, obstacle course equipment, umpire and lifeguard stands.

Circle No. 143 on Reader Service Card

PUBLIC HEALTH (512) 532-6351
EQUIPMENT AND SUPPLY, INC.

25 years sales & service all types of fogging machines, pest control applicators for fly/mosquito control. Sizes for any area from a city block to a country mile. Dealer prices.

Chas. M. Reeves, President
1720 S. Presa Street
San Antonio, Texas 78210

Circle No. 58 on Reader Service Card

**SHIELD (716) 886-6247
MANUFACTURING CO. INC.**

Manufacturers of Shield Gym and Street Hockey equipment, eyeglass holders and mouth guards for all sports.

Richard Land, Sales Manager
9 St. Paul Street
Buffalo, N.Y. 14209

Circle No. 59 on Reader Service Card

TRAVEL SERVICES

AIRLINES-SCHEDULED

AIR FRANCE (212) 758-6300

Air France makes it easy to get there! Qualified personnel to help you prepare and promote customized travel programs.

Ivan Damyanoff, Mgr. Employee Group Travel
1350 Avenue of the Americas
New York, N.Y. 10019

Circle No. 60 on Reader Service Card
Ad appears on page 3.

**BRITISH (212) 983-8285
AIRWAYS**

Air services from USA worldwide. Tailor-made individual company employee programs.

Helen P. Mohan, Group Travel Executive,
USA
245 Park Avenue
New York, N.Y. 10017

Circle No. 61 on Reader Service Card

**FRONTIER (303) 398-4789
AIRLINES**

Rocky Mountain Ski Country, Las Vegas, Sky High National Parks and Arizona Sun Country. Do them all on FRONTIER, the "Vacation Excitement" Airline.

Clay R. Blaylock
8250 Smith Road
Denver, Colo. 80207

Circle No. 62 on Reader Service Card

**IBERIA (212) 793-5000
AIRLINES OF SPAIN**

Vacation group packages to Spain for employees of company members of NIRA.

Daniel Bustamante, Group Sales Consultant
97-77 Queens Blvd.
Rego Park, N.Y. 11354

Circle No. 63 on Reader Service Card

**JAPAN AIR (212) 758-8850
LINES**

Japan Air Lines offers a complete meeting planning service for Japan and the Orient—a part of the world we know best. Modern hotels with a tradition of service, superb cuisine and exotic sightseeing combine for a unique experience.

Jim McNabb, Convention & Incentive Sales Mgr.
655 Fifth Avenue
New York, N.Y. 10022

Circle No. 64 on Reader Service Card

**WESTERN (213) 646-4317
AIRLINES, INC.**

Travel assistance for meetings and conventions.

(Ms.) Gann Carter, Mgr., Meetings & Convention Marketing
P.O. Box 92005, WPC
Los Angeles, Calif. 90009

Circle No. 65 on Reader Service Card

**CONVENTION BUREAUS,
TOURIST OFFICES**

**LOUISVILLE (502) 583-3377
VISITORS BUREAU**

Literature, sightseeing trips, information center, research and news copy.

R.B. Carlin, Manager
Founders Square
Louisville, Ky. 40202

Circle No. 66 on Reader Service Card

**NEW YORK (212) 687-1300
CONVENTION AND VISITORS
BUREAU**

Visitor information and services for conventions, groups, individuals. Publication

on request. Information center at 90 East 42nd Street. Circulation of group needs to 1,400 hotels, restaurants, attractions.

Charles Gillett, President
90 East 42nd Street
New York, N.Y. 10017

Circle No. 67 in Reader Service Card

ST PETERSBURG (813) 821-8418 AREA CHAMBER OF COMMERCE

St. Pete! Florida's suncoast is everything you dreamed your Florida vacation should be!

Mark H. Stein, Convention Manager
P.O. Box 1371
St. Petersburg, Fla. 33731

Circle No. 68 on Reader Service Card
Ad appears on page 4.

CRUISE SHIPS

HOME LINES (212) 432-1414

Acclaimed for quality cruises! S/S Oceanic-7-day Linger Longer Nassau cruises from N.Y. Spring thru Autumn. S/S Doric- Caribbean cruises, 9-14 days, from Fla. in winter; from N.Y. Spring thru Autumn.

One World Trade Center, Suite 3969
New York, N.Y. 10048

Circle No. 69 on Reader Service Card
Ad appears on Cover II.

NORWEGIAN (800) 327-9671 CARIBBEAN LINES

Three beautiful ships serving the Caribbean on 7 and 14 day cruises. Special programs available for employee group travel. Sail with us on the M/S Starward, M/S Skyward or the M/S Southward. Reservations: 800/327-7030.

Dave Stafford, Dir. Charter & Incentive Sales
100 Biscayne Blvd.
Miami, Fla. 33132

Circle No. 71 on Reader Service Card

HOTELS & RESORTS

ATALAYA PARK (212) 697-4966 HOTEL

Marbella, Costa Del Sol, Spain. 5-star deluxe hotel on its own sand beach & garden estate. 500 spacious, modern rooms. Complete facilities including 4 outdoor pools, golf course, restaurants, night club, and all conveniences. One of the world's finest!

Sandra Jaco, Alan Porteous, or Sandi Lee
60 East 42nd Street, Suite 1307
New York, N.Y. 10017

Circle No. 72 on Reader Service Card

BEACH CLUB (305) 564-8502 HOTEL

Resort-Hotel directly on Atlantic Ocean. Apartments, efficiencies, hotel rooms & cabanas. Full food service and entertainment. Special folders & rates for NIRA. Open year round.

Jack Lindeman, General Manager
3100 N. Ocean Blvd.
Ft. Lauderdale, Fla. 33304

Circle No. 73 on Reader Service Card
Ad appears on page 34.

CERROMAR (212) 765-5950 BEACH HOTEL

1600 acre resort 20 miles west of San Juan; 508 ocean-front rooms; 2 championship golf courses; 13 tennis courts (7 lighted); private air field; health club; superb service and accommodations. Open year round.

W. Richard Peterson, Executive Director of Sales
Rockresorts, Inc.
30 Rockefeller Plaza
New York, N.Y. 10020

Circle No. 74 on Reader Service Card

EL SAN JUAN/ (212) 688-8680 EL CONQUISTADOR HOTELS (PUERTO RICO)

Two of the most unique hotels in the Caribbean. El San Juan—"Where the action is"; and El Conquistador—"An island on an island".

Ted Naiva, National Sales Manager
540 Madison Avenue
New York, N.Y. 10022

Circle No. 75 on Reader Service Card

HOTEL DUPONT (302) 656-8121

Group Tour headquarters for Brandywine valley sites (Longwood Gardens, Winterthur Museum, etc.) Guides provided. Package group rates. Year round.

Harry Green, Sales Manager
11th & Market
Wilmington, Del. 19899

Circle No. 76 on Reader Service Card
Ad appears on page 10.

**SAVANNAH INN (912) 897-1611
& COUNTRY CLUB**

Located on a beautiful island just down river from Savannah. Finest 18-hole championship course in the South. Tennis, horseback riding, swimming, fishing, sailing and more. A Super Place!

612 Wilmington Island Road
Savannah, Ga. 31404

Circle No. 80 on Reader Service Card
Ad appears on page 35.

PHEASANT RUN (312) 584-6300

A complete resort hotel with indoor-outdoor swimming pool, 18-hole golf course, racquet club with indoor & outdoor tennis courts, nightly entertainment, year-round dinner theatre, restaurants, lounges and shops.

Gilda Moss, Public Relations Director
Box 64, North Avenue
St. Charles, Ill. 60174

Circle No. 77 on Reader Service Card

**PINEHURST (800) 334-9560
HOTEL & COUNTRY CLUB OF
NORTH CAROLINA**

Elegant resort hotel with activities for all members of the family. Features 5 full 18-hole golf courses. World golf hall of fame. 16 tennis courts, horseback riding, trap & skeet shooting, archery, water sports, heated pool. Special group rates for NIRA members.

Don Cozine, Director of Agency Sales
Agency & Tour Sales Dept.
Pinehurst, N.C. 28374

Circle No. 78 on Reader Service Card

**RODEWAY INNS (214) 243-1021
OF AMERICA**

National Motor Hotel chain.

John Clark, Director of Marketing
P.O. Box 34736
Dallas, Texas 75234

Circle No. 79 on Reader Service Card

**SEA PINES (803) 785-3333
PLANTATION**

Sea Pines Plantation is a 4500-acre resort community located on the southern tip of Hilton Head Island, South Carolina. With 54 holes of golf, 30 tennis courts, 4 miles of Atlantic beach, Sea Pines has gained a reputation as one of the east coast's finest resorts. Excellent meeting facilities are available for groups of up to 450.

Henry Whitfield, Director Resort Promotion
Hilton Head Island, S.C. 29948

Circle No. 81 on Reader Service Card

**THE SHERATON (617) 482-1255
CORP.**

Worldwide hotel chain featuring exciting international and resort destinations, complete meeting facilities.

R. D. McGrail, V.P. Sales
470 Atlantic Avenue
Boston, Mass. 02210

Circle No. 82 on Reader Service Card

**SOFICO (212) 586-2500
VACATIONS, INC.**

Apartment-hotel chain on Costa Del Sol, Spain. 46 buildings from Malaga to Estepona.

Tom Epstein, Vice President
680 Fifth Avenue
New York, N.Y. 10019

Circle No. 83 on Reader Service Card

**STAN MUSIAL (314) 426-5500
& BIGGIE'S HILTON INN**

Stan Musial & Biggie's world famous restaurant located across from Forest Park and Hilton Inn across from St. Louis Airport.

Hilton Inn Clearwater Beach, Fla., on the gulf and the Ivanhoe Hotel on the ocean, Bel Harbour, Miami Beach, Fla.

Bud Cartier, V.P., Sales & Advertising
10330 Natural Bridge Road
St. Louis, Mo. 63134

Circle No. 84 on Reader Service Card

STOUFFER INNS (216) 861-3450

Stouffer hotels in Chicago, Cleveland, Detroit, Cincinnati, St. Louis, Indianapolis, Louisville, Atlanta, Washington DC, Denver, Columbus, Ohio, King of Prussia, Pa., & Ft. Lauderdale, Fla. Stouffer restaurants in more than 50 locations. Reservations: 800/323-4455.

C.H. Larsen, National Sales Director
1375 Euclid Avenue
Cleveland, Ohio 44115

Circle No. 85 on Reader Service Card

THEMED/AMUSEMENT PARKS

CEDAR POINT (419) 626-0830 AMUSEMENT LAND

More than 100 rides and attractions, the world's largest ride capacity, frontier town and much much more await your organization at Mid-America's finest family fun center. Cedar Point is a great employee benefit!

Ned Stancliff, Group Sales Coordinator
P.O. Box 759
Sandusky, Ohio 44870

Circle No. 86 on Reader Service Card

HERSHEY (717) 534-3172 ESTATES (717) 534-3005

Hersheypark—65 acre theme park—POP admission Hershey. Convention Center—more than 30,000 sq. ft on 2 levels; Hotel Hershey—5 golf courses all within 2 miles of one another.

Roger W. Conner, Director of P.R. & Advtg.
One Chocolate Avenue
Hershey, Pa. 17033

Circle No. 87 on Reader Service Card

(NOTT'S BERRY (714) 827-1776 FARM

Outdoor entertainment facility providing

family entertainment through rides, show, attractions, shops and fine food.

Randy Thomas, Group Sales Manager
8039 Beach Blvd.
Buena Park, Calif. 90620

Circle No. 88 on Reader Service Card

KROFFT (404) 688-9664 INTERNATIONAL

Innovator of unique theme recreation and entertainment environments. Opening January, 1976 is the "World of Sid and Marty Krofft" an unprecedented \$14 million indoor theme entertainment park located at Omni International in downtown Atlanta.

Larry Mayran, Vice President Marketing
40 Marietta Street N.W., Suite 1520
Atlanta, Ga. 30303

Circle No. 89 on Reader Service Card

QUEEN MARY (213) 435-4747 TOUR

Largest luxury liner afloat, R.M.S. Queen Mary is now open daily for tours. The nostalgic Queen Mary Museum/Engine Room, Scenic upper decks, and Cousteau's Living Sea now available at tremendous savings to groups of 20 or more.

Mike Dexter, Manager of Marketing
Pier J, P.O. Box 20890
Long Beach, Calif. 90801

Circle No. 90 on Reader Service Card

SEA WORLD (305) 859-3600 OF FLORIDA

World famous marine park; part of Sea World of San Diego, Calif., and Aurora, Ohio. Special discount programs including park admissions, hotels, and rent-a-cars in Orlando area.

Barry Kenney, Sales Manager
7007 Sea World Drive
Orlando, Fla. 32809

Circle No. 91 on Reader Service Card

SIX FLAGS (314) 938-5300 OVER MID-AMERICA

The Midwest's most exciting family entertainment center located 30 minutes from downtown St. Louis. One price buys the day. Special discount programs available for NIRA members.

Robert D. Bennett, General Sales Manager
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Eureka, Mo. 63025

Circle No. 92 on Reader Service Card

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ADVENTURE (313) 961-6114 TRAVEL SERVICE

Complete foreign & domestic travel reservations. Group & individual travel. Air, steamship, rail & bus.

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Detroit, Mich. 48226

Circle No. 93 on Reader Service Card

AMERICAN (212) 797-2810 EXPRESS CO.—BANNER TOURS

Group travel arrangements for employee groups, recreation associations, professional and social groups. "We can't offer you the world, but we can sure help you get around it." 1. Small groups. 2. Full charters. 3. Catalog programs. 4. Special movements.

Dennis E. DeHainaut, Director Banner Tours
71 Broadway, 12th floor
New York, N.Y. 10006

Circle No. 94 on Reader Service Card

CREATIVE (415) 398-2909 WORLD TRAVEL

Specializing in charter group tours to major resort areas—Hong Kong, Spain, London, Rio de Janeiro, Caribbean. Specially designed tours for employee organizations. Specialists in golf programs and cruise packages.

Vic Thiry, Vice President Sales
254 Sutter Street
San Francisco, Calif. 94108

Circle No. 95 on Reader Service Card

ELKIN Chgo: (312) 332-4218 TOURS, Detroit: (313) 358-1234 INC.

The largest Midwest-based operator specializing in group and charter travel to a variety of destinations. Tours are designed specifically for employee groups, clubs and associations.

The largest Midwest-based tour operator specializing in group and charter travel to a variety of destinations. Tours are designed specifically for employee groups, clubs and associations.

James A. White
230 N. Michigan Avenue
Chicago, Ill. 60601

Elliott Samson
24275 N.W. Highway
Southfield, Mich. 48075

Circle No. 96 on Reader Service Card

FEDERAL (312) 768-4955 TRAVEL SERVICE

Employee group travel and social activities. Special merchandise discount at no cost to employer or employees. Enroll your plan now!

Mary Marchand, Owner
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Chicago, Ill. 60617

Circle No. 97 on Reader Service Card

FESTIVALS, INC. (203) 265-2899

Group tours—air/land arrangements. Consultants for group/employee travel.

Keith C. Kron, President
P.O. Box 336
Wallingford, Conn. 06492

Circle No. 98 on Reader Service Card

FOREST TRAILS (602) 959-1366 OF AMERICA

Covered wagon adventures in cool Colorado! A trip through the past by covered wagon, horseback, and narrow gauge railroad, with all the beauty & excitement of the Colorado Rockies!

Dick Wensel
4350 E. Camelback Road
Phoenix, Arizona 85018

Circle No. 139 on Reader Service Card
Ad appears on page 44.

J. FRANCES (212) 221-7373 INTERNATIONAL TOURS

Exclusive, personalized travel to London, India, Nepal, South & Central America, Panama. Itineraries are tailored to specific needs of individuals, groups, organizations.

S.M. Peterson, Sales Manager
11 West 42nd Street
New York, N.Y. 10036

Circle No. 99 on Reader Service Card

ARTHUR (212) 691-4300
FROMMER GROUPS

Low cost tours to Europe, the U.S., and the Caribbean. Bids Welcomed. No Obligation.

Elliott Kanbar, Executive V.P.
10 Fifth Avenue
New York, N.Y. 10011

Circle No. 100 on Reader Service Card

FUN-TYME (516) 569-3225
INCENTIVE TOURS

Specialists in group travel to Spain. 1-week group program; jet flights (N.Y.-N.Y.); hotel, maps, sightseeing, transfers, baggage handling, all service charges, U.S. departure tax, from \$375.

Ed Chanes, Director of Sales
157 Central Avenue
Cedarhurst, N.Y. 11516

Circle No. 101 on Reader Service Card

HAWAIIAN (714) 558-7633
POLYNESIA TOURS
(A G&W COMPANY)

12 years of success in economically priced group travel to Hawaii, Caribbean, Mexico, Alaska. Outstanding group golf programs to Hawaii, Caribbean, & Mexico. All groups professionally escorted.

C.C. Gresowski, President
1020 N. Broadway
Santa Ana, Calif. 92706

Circle No. 102 on Reader Service Card

ISLAND (212) 466-1370
INTERNATIONAL

Group travel arrangements world-wide.

Paul J. Egley, Natl. Group Sales Mgr.
World Trade Center
New York, N.Y. 10048

Circle No. 103 on Reader Service Card

MARK 10 LTD. (312) 440-1881

Custom specialists in coordinating travel packages, accommodations, and space for

convention and sales meeting groups for industry and the travel trade.

Richard M. Porter, President
919 N. Michigan Avenue
Chicago, Ill. 60610

Circle No. 104 on Reader Service Card

MILLER (312) 887-8890
TOURS, INC.

Specialists in the operation and promotion of group travel programs for industrial employee associations and recreation departments.

James F. Miller, President
1100 Jorie Blvd.
Oak Brook, Ill. 60521

Circle No. 105 on Reader Service Card

NATIONWIDE (312) 346-9116
LEISURE CORP.

National wholesaler of group and incentive charter and ITC programs to Europe with offices in New York, Chicago, St. Louis, Washington, D.C., and throughout Europe. Destinations include Spain, Italy, Canary Islands, France, London and Majorca.

Bill Mather, Group Sales
360 N. Michigan Ave., Suite 801
Chicago, Ill. 60601

Circle No. 106 on Reader Service Card

PRESTIGE (312) 887-0040
VACATIONS, INC.

Group travel specialists—Mexico, Hawaii, Europe, Switzerland, Austria, Spain, Acapulco, Jamaica, Rio.

Dave Moore, President
1000 Jorie Blvd., Suite 112
Oak Brook, Ill. 60521

Circle No. 107 on Reader Service Card

**RUSSIAN (212) 986-1500
TRAVEL BUREAU, INC.**

All travel to Soviet Union and Eastern Europe. Groups, individuals. Affinity, ITC charters, GIT's, FIT's. Professional Employee Programs.

E.W. Lawrence, President
20 East 46th Street
New York, N.Y. 10017

Circle No. 108 on Reader Service Card

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The Art of Budgeting

by Howard I. Saretsky
principle with the firm of La France,
Walker, Jackley & Saville, C.P.A.

THE props are assembled, now you must write the script. For the first time, you are called upon to prepare a budget for next year. And, in this budget, you must discuss an important and oftentimes controversial subject — how you plan to spend your association's money during the upcoming year. But, despite your anxiety over having to prepare this document, a budget can be fairly easy to do if you know the proper steps to take.

A budget reflects the financial hopes and aspirations of an association or organization. It formalizes in writing, the planned operation of the upcoming year. A budget, should attempt to achieve a position of fiscal serenity, that is, **one with which you can live throughout the year**, so that when quarterly financial statements are prepared and compared to the budget, your original estimates appear to be reasonable and well thought out.

Actual preparation of the budget requires analysis, common sense, salesmanship and foresight. Initially, get your hands on the last two year's, year-end financial statements and on the latest current year's statement, usually at least eight month's worth of it will suffice. Study these carefully first so that you get a feel for where the money comes from, how it was spent and where you think that spending was most useful and where it was least needed.

Now, design the format of your budget by copying the outline of the former statements without filling in the dollar amounts.

At this point, you are ready to make reasonable assumptions as to the sources of revenue you have to work with (based on last year) and the expected amounts you hope to collect in the upcoming year. Plan your expenses in two categories:

Overhead — (support expenses)

which are continuing types of expenses such as salaries, rent, electricity — all costs of running the office and association.

Projects — what you are going to do and the expected cost to you. Under **Projects**, always keep in mind the sources of revenue these projects will generate. Here is where you may finally insert that new program or new idea of yours. However, in initiating these new ideas, be sure you are on sound footing with your dollar amounts to back up your suggestions.

Once all the **operational expenses** plus all the **project** or "real purpose of our organization" expenses are listed, you should start to fill in the first column. Estimate your costs, then get hold of the person or committees in charge of each project category and together come up with the costs and expected revenues of these projects. The cost section of the following is what a proposed budget might look like. (Below is a general rough sample to give you some idea as to the types of categories under each heading.)

Be sure to write a critique for ev-

ery item on the budget so you may explain to the Board how you arrived at each figure.

After the basic ideas and money amounts are charted in your first attempt, sit down with the company accountant or whomever is in charge of keeping the books during the fiscal year. With his or her knowledge and with what you're proposing to do financially, refine the budget to the point that it is ready to be submitted for approval.

You are now ready to call a meeting to get approval of your preliminary budget. Ideally, the budget should be submitted approximately 60 days prior to the start of the next fiscal year. Get approval of your budget in the legal minutes of your organization.

As the year progresses, you will be working with the budget on a continual basis. It is a good idea to have your accountant prepare quarterly financial statements. These should be designed to fit the format of your budget. The **actual** dollar amount should be lined up against the budget figures. (Continued on page 35)

Proposed Budget . . .

INCOME

Dues	\$ 39,500
Initiation Fees	500
Interest	6,000
Convention (Net)	3,700
Other	300

Total \$ 50,000

EXPENSES

Audit	450
Secretarial	6,000
Management Fee	14,200
Rent	1,020
Accounting/Bookkeeping	1,800
Office Supplies/Printing	1,000
Newsletters	2,000
Telephone	900
Postage/Mailing	2,000
Board Meetings	1,200
Legal Retainer	4,500
Legal - Travel	500
Staff Travel	2,000
Member Statistical Report	3,500
NAW-D Dues	350
Roster Printing	900
Travel Reimbursement, Officers & Committees	5,600

PROJECTS

Education - Training Tapes	1,000
Historian	100
Excess Stock Service	300
Misc. & Contingencies	680

Total \$ 50,000



nira news

NSGA launches booklet series

The National Sporting Goods Association has launched a Product Knowledge Booklet Series which already includes eight titles and plans for numerous others.

Each booklet gives an in-depth description of products and accessories for a separate sports activity. Editions now in print are "Baseball and Softball Facts," "Camping Facts," "Fishing Facts," "Football Facts," "Golf Facts," "Ice Hockey Facts," "Ice Skating Facts," and "Tennis Facts." "Athletic Footwear Facts" will be released soon.

Demand for the booklets has been high since inauguration of the project this year, according to Al

Anderson, NSGA president. The fishing and camping booklets are already in their second and third editions respectively, he said. The booklets are available for \$1 per copy.

source of lasting value.

Information on obtaining individual titles or the complete set of the Product Knowledge Booklets is available from NIRA or the National Sporting Goods Association, 717 North Michigan Ave., Chicago, Illinois 60611.



Flick-Reedy offers WATS-Line for holiday use

Employees of Flick-Reedy have been offered the opportunity to use the company WATS-line throughout the year to make calls during special holidays.

The project is on a pilot basis for now. A set of rules governing use of the phone has been set up. Business calls come first. Four especially-prepared booths in the Employment lobby are being used for calls. Reserve time for calls must be made no more than a month ahead. Employees are encouraged to use a special Request Form for the use of the phone.

For more details, contact Art Conrad.

Yule funds to add facilities to employees' park at Goodyear

Goodyear will spend more than \$150,000 this year to further improve facilities for employees and their families at Wingfoot Lake Park.

To make the park one of the finest of its kind in industry, funds that normally would be required for the December Christmas Party in the Goodyear Gym (approximately

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John Spomer, author of the booklets, is a former director of the NSGA and was a sporting goods buyer for the J. L. Hudson Co., Detroit, for 25 years.

The booklets utilize text and artwork to describe techniques and materials used in constructing the sports equipment and give tips on equipment care and maintenance. They also profile the history and current popularity of each sport, and will prove to be invaluable to NIRA members.

The NSGA plans to expand the booklet series until all major sports areas have been covered. Revised editions will be issued periodically making the booklets a reference

\$45,000) were instead diverted to improve Wingfoot Lake Park.

It was not an easy decision to make, but was based on the premise that without the party the company could then allocate money to other employee activities that have a greater impact on a greater number of employees and their families.

Free service to RM readers

Readers of RM might notice the inclusion of a special free inquiry service card inserted in this issue of the magazine. The card is for your use, free of charge. Note that each advertisement and new product listing has a number. These numbers conveniently correspond to a number printed on the card. Simply circle the appropriate number on the card to obtain further information on any product or service featured in an ad or new product story in the publication. Simply tear out the card, place a stamp on it and drop it in the mail. Don't forget to indicate from which month's issue you are clipping the card.

Raybestos-Manhattan co- hosts women's world softball tourney

Raybestos-Manhattan recently co-sponsored with the Amateur Softball Association of America the third Women's World Softball Tournament. The event was held at Raybestos's Memorial Field in Stratford, Conn.

This was a first in the United States, made possible through industry, and Raybestos-Manhattan Corporation's President William S. Simpson.

Some 15 countries were brought together on a softball diamond. According to **Joseph T. Barber, Tournament Director**, it was a tremendous success and served to convey the message that sports, as a universal language, can further international understanding.

Typo

In the October, 1974, issue of **Recreation Management**, the Associate Profile on Pheasant Run stated it had an 10-hole championship golf course, which, in fact is a typographical error. It should have read 18-hole championship golf course. RM regrets the mistake.

Budgets

(Cont. from page 33)

income and expenses with budgeted or projected income and expenses.

To make your accounting methods as simple as possible, the budget must relate to a chart of accounts in your books. When you have the entire budget laid out before you and all possible categories of income and expense items are listed, you should code them with numbers or letters. Then have a listed chart of accounts typed so that you have one and one goes to the bookkeeper. The bookkeeper can now open up the general ledger, and find an item using the same terminology as in the budget. In addition, if you are the one who's in the position of approving bills before they are paid, it is of utmost importance that you code the bill to whichever budget category these items most closely fit. When a bill comes across your desk, look at it, approve it, and code it accordingly. **You** should be in a better position than the bookkeeper to decide which account categories items are to be charged to.

Budgeting is a simple but extremely important task for it furnishes you, the recreation director, and your Board, with one of the most valuable tools for having control of the finances of your association or organization.

I hope the above synopsis is clear and precise enough to be of some help to you in your operation.

If any readers have a specific question or two as time goes on concerning this or a related subject, feel free to write me care of NIRA, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606. □



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CIRCLE READER SERVICE CARD NO. 123

The Forecast for Industrial Recreation in 1975

In this inflationary period, economists contacted indicated that in 1975 Americans will be "bullish" on industrial recreation

by Dr. Jarold G. Abbott
and
Dr. Thomas W. Zimmerer

Editor's note: In preparing this article, the authors reviewed written and verbal opinions of many investment houses and services such as **Value Line**, a financial publication which analyzes on a weekly basis economics in various industries throughout the U.S. After amassing the data, the authors formed their hypothesis and put the story together accordingly. Either author is available for comment or to help answer any questions you may have relating to this subject. Your comments are welcome.

JOHN bowls presently twice a week in a non-company sponsored league which costs him \$300 a year. In 1975, John announces he will join the company league which will still enable him to bowl twice a week, but will save him half the money. The league is partially financially supported by his company — this means John will save \$150.

Mary is an avid skier. She had planned to purchase a new set of boots, bindings and skis in 1975. However, the \$300 she had budgeted for new skis will find its way into more pressing areas as inflation chips away at her income. Mary had also planned to spend a week of her vacation in the mountains of Colorado enjoying her favorite sport. The cost of the trip and lodging would run about \$600. This year, Mary may well be a prime candidate for the Company Ski Club. With group travel and ski weekend package deals contracted for her through the company's recreation professionals, Mary will discover that she can afford to take two, three-day weekend ski trips to the same area for half the price.

Effect of Economy on Recreation Professional

According to economists contacted for this story, 1975 is going to be a year of opportunities and challenge for the industrial recreation administrator. Because of the reduction in disposable income and an individual's natural tendency to avoid reducing one's normal recreational standard of living, many "new customers" will be taking advantage of company-spon-

'Company-sponsored recreation during this period of economic recession will reassure the employee about the company's attitude toward him.'

sored recreation. It's certainly less expensive — many companies underwrite some or all costs; employees pay a mere \$1 or so to join the recreation association.

As a result of this trend, individuals may well expect more from company recreation in 1975 than ever before — which makes the task of the recreation administrator harder and more important than ever. Your recreation programs will be compared with others in which employees have previously paid to participate. Be prepared — the new customers will be critical at first. Individuals will be shifting the burden for much of their recreation from themselves to the company, but will still be demanding quality recreation.

This will be a year to increase the publicizing of recreation programs. The sales pitch in '75 should certainly stress reduced individual cost and quality recreation — the company and its recreation programs will be more important to employees than ever. Why is this happening?

Economic Picture in '75

WHAT is the economic outlook for the American economy in 1975? Who is this villain that threatens our economy? The daily disaster diet of headline analysis yields few conclusive insights.

"Recession Looms as No. 1 Enemy," reads one headline, while yet another labels "Inflation as the Nation's Leading Economic Problem." If this dilemma bothers you, you can find relief by joining with many

'1975 to be one of most challenging in the career of the professional recreation administrator.'

others in identifying our major concern as "Stagflation." The 45th Anniversary of "Black Tuesday" — October 29, 1929 passed with the comment by a major wire service that the "Anniversary of 'Great Crash' Passes Quietly, Sans Fanfare." Yet on the same day the Business and Finance Section of a major American Newspaper proclaimed in its boldest headline that "Key Economic Indicator Plunges to 23-Year Low." Under this headline were two sub-headings contrasting the Dow Jones Average with the rate of unemployment. "Market Recovers on Rally: Dow Average Climbs 25.50." While the other read, "Jobless Expected to Grow: Drop is Sharpest Since June 1951."

So, what is the outlook for 1975? You pay your money and take your choice! If you don't agree with the economist you are reading, continue on in the same publication and you can probably find a conclusion you can accept. Or if this fails, pursue a number of sources and you are bound to find an outlook that is pleasing, frightening, plausible, encouraging or discouraging. For 1975, you have *carte blanche*.

But, is the country facing a recession? Depression? Or are we headed for a recovery? Is federal policy going to be successful in controlling inflation? The classical answer of the economist, "It all depends", provides little guidance for the decisions that are to be made. One thing we can be sure of . . . *uncertainty*. And what do we know about decisions in the face of uncertainty? Most businessmen tend to be cautious and conservative in their plans and actions. Proposals for expansion may be put into a holding pattern and strong pressures will be generated for holding the line on costs. Budgets for recreation programs may be carefully scrutinized for possible cuts. And as a result, the year ahead may well be one of the most challenging in the career of the professional recreation administrator. Keeping this in mind, here are some key factors in the 1975 economy and an analysis of their effects on company sponsored recreation programs in America.

Economic and Social Factors Affecting Recreation

1. Individuals will seek more recreation as a percentage of total time usage in 1975 than in 1974. Americans will need more psychological release from their problems in 1975 than ever before. Recreation will be the avenue of that escape. The majority of the increases in recreation will come in the area of company sponsored recreation. Americans will attempt to shift the cost of recreation from themselves to their employer.

2. Company sponsored recreation will reach new highs in participation due to the current economic and social conditions. This increased use will result in reduced cost per participant. Planning for this increased interest in company recreation will need to begin immediately.
3. Individual incomes will decline relative to the cost of living with a consequence of reduced disposable income. Disposable income is the primary source of money spent on recreation.
4. Individuals will reduce their expenditure on replacement of recreation equipment. Sales of higher priced recreation equipment may fall sharply in 1975 — this is in contrast to earlier predictions that spending on recreation goods and services would soar in '75. (Dec. 1973 RM.)
5. Individuals will reduce their expenditures on luxury recreation and substitute less expensive recreations. Recreation is still a basic need of man, but with less disposable income individuals will in effect lower their recreational standard of living.

In a Recession, Recreation Provides Relief

RECESION with its economic and social hardships tends to create an ever important need for psychological release from the multitude of personal fears. Recreation can provide that release. Even during the general depression of the 1930's with its crippling economic effects, the recreation industry survived and provided the needed relaxation and escape that millions of Americans needed. Movies, hobbies, participative and spectator sports flourished. Company sponsored recreation must fill this needed gap through expanding its offerings to provide a form of recreation for each person.

In addition to the need for providing psychological release, company sponsored recreation during a period of economic recession will reassure the employees about the company's attitudes toward them. A family is never stronger than when it has "together" weathered a crisis. Recreation will provide that extended workplace where management and labor can meet together in a psychologically neutral surrounding to share problems and provide each other with mutual support in this crisis period. The corporate family will be bound closer together. Common problems can be better solved with a united work force dedicated to a set of common goals.

Effects on Travel and Other Programs

THERE will be a significant decrease in longer, more expensive individual and family vacation trips. The uncertainty of individuals about the economic future will result in less spending on luxury trips and a sig-

(Continued on page 45)

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Man with M. Ed. degree in recreation desires position as Recreation Director. Experienced in administration, programming and supervision. Previous experience includes: Assistant Manager for Recreation with an Eastern corporation and Director of Recreation at another company. Available immediately. Will relocate. Salary range \$14,500. Box 305, RECREATION MANAGEMENT.

Man experienced in recreation administration, programming and in hotel management seeking job as Industrial Recreation Director. Holds B. Ed. degree in physical education. Desired location — Miami. Available immediately. Salary range \$10,000. Box 306, RECREATION MANAGEMENT.

Man with M.A. degree in recreation seeking post as Industrial Recreation Director. Has B.A. degree in physical education. Previous experience includes physical education instructor and pool director. Available immediately. Southern California area desired. Salary

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range \$12,000. Box 307, RECREATION MANAGEMENT.

Man, 22, who holds a B.S. degree in park and recreation administration desires job as Industrial Recreation Director. Experienced in programming and supervision. Available immediately. Desired location Minnesota, but willing to relocate. Salary range \$8,000. Box 308, RECREATION MANAGEMENT.

Man and wife recreation team; instruction and management. Ten years' experience in municipal, private and industrial recreation. Prefer industrial. Box 400, RECREATION MANAGEMENT.

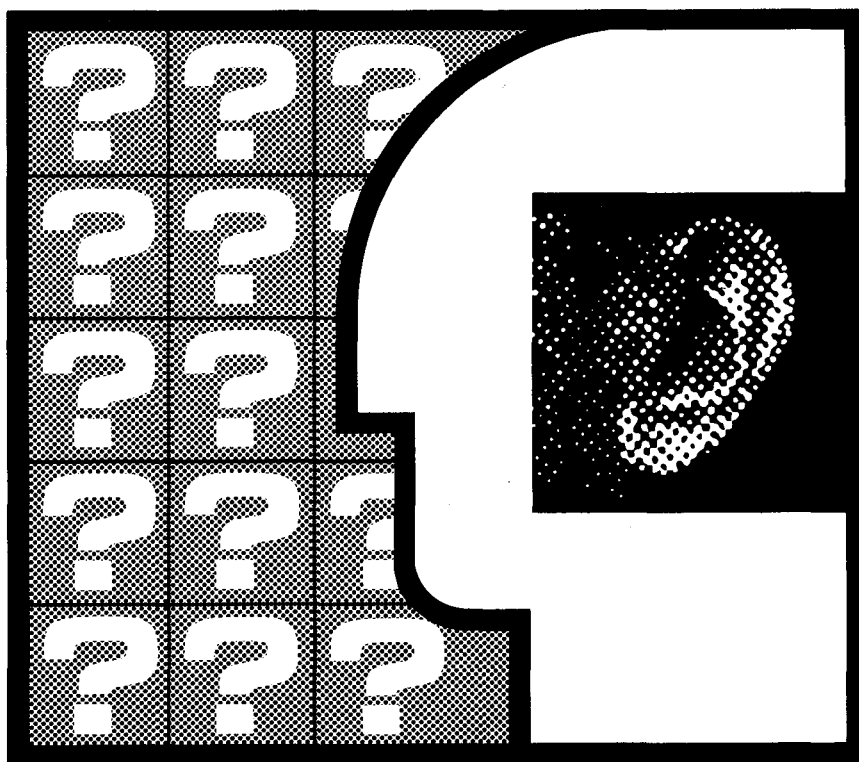
Male, 51, retired Army Colonel with B.S. degree — Recreation Administrator for 25 years — seeks position as Director of Leisure Services in industry. Eastern Corporation desired. Box 401, RECREATION MANAGEMENT.

Young man, 26, married with BS and MS degrees and four years' experience in recreation administration seeking administrative position with a corporation having a modern outlook on industrial recreation. Has experience as Park District Superintendent, Program Director and Supervisor. Willing to relocate. Available immediately. Box 402, Recreation Management.

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CIRCLE READER SERVICE CARD NO. 125



The Work Environment: Key to Greater Productivity

by Michael A. Fryer
Executive Director

National Industrial Recreation Association
and

Thomas W. Zimmerer, Ph.D., Associate Professor of Management
Florida Atlantic University

THE first half of the 1970s has given the U.S. economy a brutal introduction to problems it has never faced before: shortages of critical materials, uncontrollable inflation, a breakdown of the financial markets at a time when industry is desperate for new capital. Concurrently, our nation is being challenged by the attitude of employees and their productivity. Worker attitude, which is dependent on the output of quantity and quality of products or services, has been dramatically effected.

This challenge won't go away unless something is done.

There seems to be only one long-term solution to the challenge of cost-push inflation: **increased prod-**

uctivity. If labor's real wages are to keep rising, then labor's output per hour must rise by the same amount. Otherwise, the system will generate demand without generating a matching amount of goods to meet that demand and prices will soak up the difference.

The U.S. must break down the restrictive work rules and practices that limit labor's output. Simultaneously, it must find ways to encourage more efficient management and to stimulate more investment in new machinery and new processes to increase output per man hours.

Statistics from the National Commission on productivity reports in one major industry, absenteeism increased by 50 percent, worker turnover by 70 percent,

'Humanization of work may be one of the answers to increasing our productivity in this country!'

worker grievances by 38 percent and disciplinary layoffs by 44 percent in a five-year period. Productivity nationwide declined 7.1 percent in the first quarter of '74.

One of the most prominent economical and industrial issues of today — **"the humanization of work"** — may be the answer to increasing our productivity.

Although varied studies have been conducted over the years on the subject of absenteeism, productivity, attitudes toward work, job environment, job structure and the interrelationship of each, management has endeavored without success to find the **one** ultimate workable situation in which the maximum achievement of productivity and employee satisfaction can be obtained and maintained. Many a new working situation has been implemented in the past, to great satisfaction and success, only to find that it was to be traded in at a later point for a new system.

Job dissatisfaction was recently reported by two leading media who devoted considerable time to the "Humanization of Work." ABC-TV Network program "60 Minutes" pointed out the current issues as did **Newsweek** magazine. **Newsweek** conducted a front cover story about boredom on the job in its article, "Who Wants to Work?" Additionally, then Secretary of Health, Education and Welfare, Elliot L. Richardson, initiated a Special Task Force to find out what was happening to our labor force and define areas of future concern. The Task Force report was released December 18, 1972, and was entitled, "Work in America." The Task Force report, which is a 200-page document, is rather gloomy in its conclusions. One conclusion states: *"a significant number of American workers are dissatisfied with the quality of their lives . . . dull, repetitive, seemingly meaningless tasks offering little challenge or autonomy which are causing discontent among workers at all occupational levels."*

Senator Edward M. Kennedy (D-Mass) introduced a bill to the U.S. Senate (Worker Alienation, 1972) Senate Bill S.3916) "to provide for research for the solutions to the problem of alienation among American workers in all occupations and industries and technical assistance to those companies, unions and State and local governments seeking to find ways to deal with the problems and for other purposes." Unfortunately, this bill still is in a Senate Conference Committee.

We must look at the job dissatisfaction issues that exist today, cite some of the alternatives, if known, and present opinions as to the possible success of the proposed solutions. There is no one solution to our labor/productivity problem; this article will attempt only to define the problem and list possible solutions.

What Are The Problems?

TO simply state that workers in America are not finding the satisfaction in their jobs which their expectations demand may present a partial statement of the problem, but sidesteps the responsibility for change. Who controls the work environment and who can change the deteriorating relationship between the American worker and his job?

The H.E.W. report, "Work in America" concluded that research studies over the past 20 years indicate that workers most desire from their job mastery of their immediate work environment and the feeling that they and their work are important. The lack of this causes alienation — workers who find their jobs meaningless and boring. This results in absenteeism, high turnover, wildcat strikes, inferior quality products and even work sabotage.

Who pays for this type of behavior? Not only does the business concern pay for this in high production cost, but society as a whole pays a higher price. There is good evidence that some workers are carrying their work frustration home and taking it out on their families, or in "radical" social and political movements, or in hostility toward the government.

"Work in America" stated that important factors affecting the workers' values are those that "concern his self-respect, a chance for personal achievement, growth and confidence, and a chance to contribute something personal and unique to his work." The authors interpret this to be an indication that the American worker would produce at his previous record levels of productivity if the work environment were better. Because of these positive research findings, the humanization of the work environment could very well satisfy the needs of both management and the employee.

Richard C. Gerstenberg, Chairman of General Motors, has stated that, "At the heart of the productivity problem are the relations of management to the worker and of the worker to his job, whether it be on the assembly line or at the corporate headquarters."

Managers at all levels of the organization must begin to ask penetrating and possibly managerially embarrassing questions such as: What are the employees' concerns and exactly what do they desire from their jobs? How can these desires be translated into practical changes in the work environment? Can the problem of employee discontent be measured accurately and can it be definable in terms of productivity?

In "Work in America," then Secretary Richardson stated, "We had better start thinking about the implication" (of worker discontent to productivity). The authors believe that the mounting evidence indicates that just thinking about our problems is not enough. Bold experimentation with the work environment must be taken by our industry leaders to reverse the present trend of declining worker productivity.

Possible Solutions To Our Problems

A recent **Wall Street Journal** carried an article about how job enrichment programs are enduring

despite corporate economizing.

It stated that efforts to make jobs more meaningful and productive remain popular. Consultant Roy H. Walters discovered that jobs enrichment increased 15 to 20 percent over last year especially among textile industries and in general engineering tasks. For example, Dow Chemical has accelerated efforts to give employees more decision-making opportunities and General Motors insists its "very successful" job enrichment efforts aren't being slowed during the current economic turndown.

The following are some possible solutions (job enrichment ideas) to our economic woes.

Paternalism-Loyalty

THIS method appears to be one of the most widespread attempts at a solution, and is most important to recreation directors and industrial relations managers. Corporations are attempting to give more back to the employees in the way of supervision of their daily responsibilities and more participation in sharing the benefits and resources of the company. **This includes profit sharing and the utilization of company facilities for leisure activities, recreation programs, purchase of corporate products and further development of the fringe benefit program.** The employees appear to be wanting more from the company and the company is moving toward a changing attitude of greater paternalism without all the negative inferences of the word.

Paternalism today could better be termed "corporate concern." It is still the effort of the company to provide for the employees and a return to the company in the form of employee loyalty and positive attitude. Employee pride and loyalty was evidenced in Jamestown, New York, when the citizens began a communitywide effort to restore jobs by upgrading productivity. After a steady decrease in employment, the citizens developed energy and imagination. They attacked pollution, launched urban renewal projects and developed greater productivity in their industries. Their success was symbolized by the building of a new \$5.4 million city hall — a comparatively dazzling sight amid Jamestown's drabness.

Work Module Job Rotation

THIS method involves the movement of worker from task to task during the work day. The worker spends approximately two hours at a time at each phase of a job and is trained and qualified to handle several responsibilities. The work module attempts to extend greater freedom to the workers at the bottom of the organizational hierarchy. This work freedom stems from the workers ability to choose the work module he desires. Of course, the individual choice must concur with the operational constraints of the organization. Each worker receives additional training which broadens his work potential. Advocates of this method feel it corresponds to a person's lifestyle which changes from day-to-day. A work module approach allows workers to continue to grow in knowledge and skills.

The requirements of the organization to alter its behavior to accommodate changes in market conditions, rapidly expanding technology and the preferences of the work force change are reported to be improved through application of this technique. This method is reported to be high in the area of increased satisfaction with work, self-utilization and self-development.

Employee Work Improvement Suggestions Systems

THIS 40-year old management concept has gained renewed interest as management's quest for employee motivation and involvement in the attainment of organization goals becomes paramount. This method focuses on the removal of strict organizational charts. It attempts to unlock human energies contained within the employees of an organization but not utilized because of traditional hierarchy. Employees participate with management in designing and streamlining the job. As mentioned, this is not a new approach and many corporations currently have a suggestion system which allows employee input. But this method allows the employee to actively participate in decision making and avoids the hierarchy of a suggestion system. For example, as a result of such a system as the Ralston Purina's better methods program, an envelope for mailing out the annual report was changed. The flap and window were repositioned and the clear plastic removed with a savings of \$2,400. In another example involving an assembly operation, by standardizing parts, it became possible for the assemblers to work with both hands at once, resulting in 100 percent improvement in productivity. In a company manufacturing freezers, a load shifter was added to a fourth truck so that stacking costs could be reduced by 50 percent. All of the above examples stemmed from employee work improvement suggestion systems. The employees felt they were a part of the system and had the ability to effect the world in which they worked. The contributions were positive in nature; the work environment improved and so did worker productivity.

Behavior Modification

STEMMING from the works of the renowned psychologist, B. F. Skinner, behavior modification or positive reinforcement theory contends that an individual's behavior is influenced by changes in his environment and by the nature of the relationship with superiors. What is rewarded and praised tends to be repeated. Edward J. Seeney, Vice President of Emery Air Freight Corporation, reports on how they apply the Skinner theory. This company uses designing methods to let employees know how well they are meeting specific goals and rewarding improvements by praise and recognition. Feedback is one of the most important elements of the behavioral modification approach. A Harris poll indicated workers want more say about the kind of work they do. They desire to work more independently and to be given more flexibility to make decisions. Improved employee motivation directed toward the organization's goals is an important side effect of a successful behavioral modification program.



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Job Enrichment, Work Organization, Restructuring And The Team Concept

ONE of the most significant alterations in the
employee's work environment has come from
job enrichment. There is a significant amount of statisti-
cal data available indicating that employees want more
participation in decision making. They also want to
have more freedom and be a part of supervising them-
selves — self-control versus organizational controls. The
team concept or task force is a group of employees re-
sponsible for a segment of the operation or the
development of a product from start to finish. Along
with the follow through of this product, they determine
future needs, conduct the ordering of supplies, and
some go as far as hiring and firing of fellow workers
through team decision. This has been successful both in
the United States and overseas. In Britain at the Imperial
Chemical Industries, an employee reported, "It was a
real sweatshop before, with management up there, us
down here, and those bastards, the supervisors, in the
middle. We have proven that we don't need supervisors
and we have proven that work can be more than just a
pay packet at the end of the week."

General Electric has been exploring the team concept
in the United States. The idea is to identify a task and
then assign a group of five to 15 people to handle it. The
key is to give the group as much responsibility as possi-
ble. In Topeka, Kansas, a food plant operates with teams
of seven to 17 members. Each worker learns every job
performed by his team, and his pay raises from the
single job rate to the team rate when his teammates
decide he is qualified. Productivity has been running 40
percent higher per man-day than in comparable
General Foods plants in the past. Many other com-
panies have found this method very successful and it
appears to be a genuine attempt to establish a relation-
ship between the people and the organization. The
people personally involve themselves with their work
and see the job from start to finish.

Job restructuring encourages the employee to partici-
pate with management in the redevelopment and
design of his job. At the Monsanto plant in Pensacola,
Florida, task forces were set up to restructure certain
jobs through automation. Certain "dirty" chores were
eliminated that nobody wanted or did well. The
workers also became their own managers. In the first
year of the new deal, waste loss dropped to zero and
productivity improved by 50 percent. Almost all of the
methods reported allow for some redesign and restruc-
ture of the working environment and the specific job.
Again, this seems to be one element in a multifaceted
solution to our attitude and productivity problems in
America.

One can see that it is impossible to select a single
method for solution of an individual plant problem. We
believe that several of the above concepts can be im-
plemented into a single environment to enhance their
productivity, build employee morale and improve
worker's job attitude. □

RM, December, 1974

Target — 1,000 Members by January 1

NIRA Welcomes More New Members

Organization

Atlantic Avia Employees Club
Wilmington, Del.
Mario J. Marini, Corporate General
Service Manager

GTE International Telecom-
munications Div.
Stamford, Conn.
Joel B. Hirschenfang

Medtronic of Canada
Mississauga, Ont., Canada
K.G.C. Jones

Walt Disney World Co.
Lake Buena Vista, Fla.
Robert Mackinnon

Williamsport Hospital
Williamsport, Pa.
Ray West

Channel Master, Division of Avnet
Ellenville, N.Y.
Harold Stangel

Associates

Loyal Travel, Inc.
Phoenix, Ariz.
John Powell, President

Benrus Corporation
Ridgefield, Conn.
Murray Weiss

Mark 10 Ltd.
Chicago, Ill.
Richard Porter

Creative World Travel
San Francisco, Calif.
Vic Thiry

Individuals

Warren Greco
Racine, Wisc.

David French
Gorham, N.H.

Dotson Lewis
El Paso, Texas

Recreation Director
Framington, N.M.

Joan Sanders
Durango, Col.

Gerald Compton
Director of Physical Training
& Sports Department
U.S. Army

Students

Robert Bright
Cambridge, Mass.

Mike Brockelman

William Nicks
Topeka, Kansas

Phillip Sparling
University of Georgia

IRCs

Quality Inns
Toledo, Ohio
David Frayer

Bristol-Myers
Hillside, N.J.
Marguerite Becker

Placement

Steve Spencer
Union, S.C.

Allied

Naval Air Station
Whiting Field
Milton, Florida
Frank Weaver

Universities

Miami University
Oxford, Ohio
Roger Cromer

Bishop College
Dallas, Texas
Dwight Fisher

University of Wisconsin
LaCrosse, Wisc.
Dr. Bill Ollo

State University of N.Y.
Cortland, N.Y.

Arizona State University
Tempe, Ariz.
Dr. Green

Wayne State University
Detroit, Mich.
George Cullen

St. Norbert College
West DePere, Wisc.
Mel Nicks

San Diego State Univ.
San Diego, Calif.

University of Nebraska
Omaha, Neb.
Dr. Richard Flynn

University of Northern Colorado
Greeley, Colo.
Dr. Max Shirley

Miami Dade College — South
Miami, Fla.
Fred Glass

Institute Technologico
Monterrey, N.L., Mexico

University of Illinois, Medical
Center
Chicago, Ill.
Fred Chase

Southern Illinois University
Carbondale, Ill.

PUBLIC NOTICE WAGON TRAINS DEPARTING WEEKLY THROUGH THE ARIZONA DESERT!

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Saturday night there will be big 16-ounce steaks following fine liquid refreshments. Then some singing 'round the campfire before turning in to your cozy padded tent. When you wake up, the bacon will be sizzling, along with the potatoes, pancakes, eggs, sourdough biscuits, cowboy coffee and all the good things that taste so much better out on the trail.

Weekend wagon train rides, \$65 per person (children under 12, \$45) including food, riding and all equipment except personal items.

Steak rides \$12...Barbecue rides...\$9 (Prices per person for groups of 20 or more)

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names in the news



CIRA Joe Scalzo, NIRA Region II Junior Director, has been named President of the Amateur Athletic Union of the U.S. Scalzo, a lawyer and chemical engineer, is Manager of Employee Relations and Plant Systems for Sun Oil Company in Toledo, Ohio. In accepting the post, Scalzo pledged he would "go anywhere and do anything to bring peace to amateur athletics in this country."

...

Ned Stancliff has been promoted to Group Sales Manager, Cedar Point Amusement Land in Sandusky, Ohio, a NIRA Associate Member.

...

Herb Naish is retiring as Recreation Director of the General Dynamics Pamona Recreation Association in Pamona, Calif., after many year's association with NIRA and with the recreation organization.

...

W. Brent Arnold, Manager, Physical Fitness & Recreation, Xerox International Center for Training & Mgt. Development, has been selected by the NIRA Board to represent the Association at the Council for National Cooperation in Aquatics.

...

Edward Meith, Employee Activities Coordinator at Eli Lilly & Co., just celebrated his 45th anniversary with the company.

...

Arthur L. Conrad, Vice President, Employee and Public Relations, The Flick-Reedy Corporation, a Vice President of the NIRA Board, moderated a panel entitled, "The Right and Wrong of Employee Communications" as a highlight of the Annual National Conference of the Public Relations Society of America in Bal Harbor, Florida. Appearing on the panel was Michael Fryer, Executive Director of NIRA.

...

NIRA received a letter from Martha Daniell letting NIRA members know where she is and what she is doing. For those of you interested in writing to her, the address is: M. Daniell, c/o Peace Corps, Box 201, St. Johns, Antigua, West Indies.



Economic Outlook

(Continued from page 37)

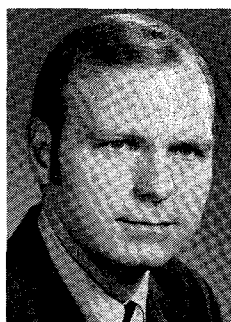
nificant increase in group travel and in shorter trips.

In the depression of the 1930's, a tremendous increase occurred in the use of federal and state parks. People wanted and needed recreation but also needed to significantly reduce their financial expenditures.

In 1975 the airlines and resorts may well be interested, more than ever, in providing recreation professionals with package travel at bargain prices for your employees. Further, there will likely be a renewal interest on the part of employees in low cost recreation. The company outing at a local park may be an excellent vehicle to bring employees together at low cost. There will be renewed interest in the traditional low unit cost of recreational activities such as hobby clubs, golf, bowling, tennis and softball. Economies of scale really set in when firms have their own physical facilities for these activities. Interest in company fishing, hunting and bicycling will reappear with their dual features of low cost and mental relaxation. Simple hiking and nature clubs may well provide an excellent low cost form of recreation for many city confined persons.

THE need for action in planning your recreation programs now for 1975, which will meet the needs of your employees, must be stressed. Recreation programs that are not **publicized** and **coordinated** to the needs of employees will be doomed to failure. Broad based, low-cost participant programs, in light of the economic forecast, seem to be the ones which will have the greatest employee interest in 1975. Don't be caught short. ☐

About the authors:



Florida area.

Dr. Abbott is Assistant Dean of the College of Business and Public Administration and visiting Professor of Finance at Florida Atlantic University. He holds a Ph. D. degree in management from the Massachusetts Institute of Technology and, prior to assuming his current post, headed his own business for 10 years. In addition to teaching and research, Dr. Abbott does consulting for businesses in the South



and governmental organizations and has served as a consultant to a number of organizations in basic management and training. In addition, he serves as a Director and Vice President of Sol-More International Management, Ltd. and a Director of Sol-More International Fund, Ltd.

Thomas W. Zimmerer, Ph.D., University of Arkansas, is Associate Professor of Management, College of Business and Public Administration, Florida Atlantic University. He holds a Master of Science Degree from Louisiana State University and a B.S. degree from The American University. Dr. Zimmerer has taught and developed numerous Executive Development and Managerial Courses for private enterprise, trade

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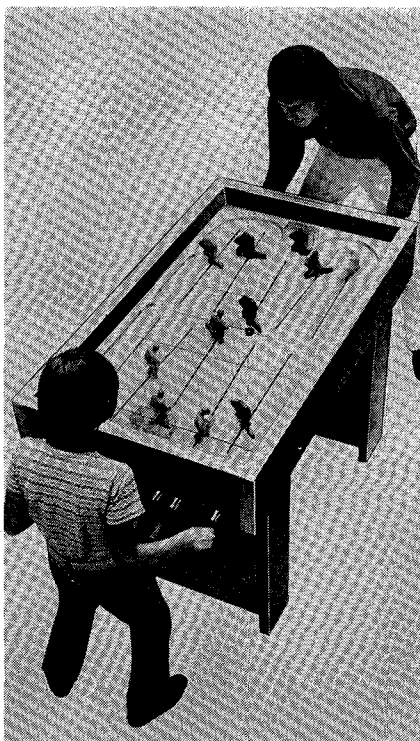
new products

1. Ice hockey action table

A new table game — called "Power Line Play" — has been introduced which promises to offer continuous excitement for two to four players and captures the realism of a hard-hitting hockey game from face offs to smashing body checks and slap shots.

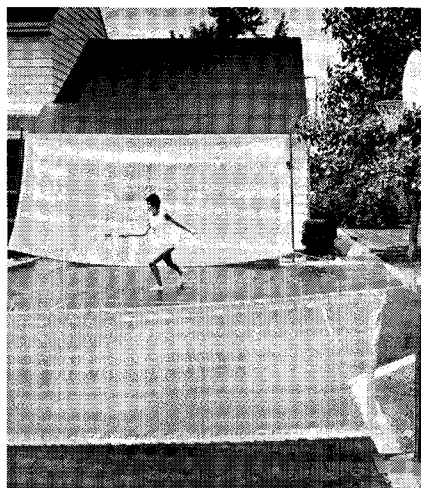
Non-breakable men skate up and down the ice, rotate 360 degrees and make contact with opposing players. The cast aluminum goalie can shoot and score as well as block shots both forehand and backhand.

CIRCLE READER SERVICE CARD NO. 1



2. Portable tennis court

This new portable tennis court is for home set-up in driveway or backyard or for use in recreational areas and gyms. The kit includes sturdy metal poles which set into heavy anchor plates for both the 3 foot high tennis and 9 foot high

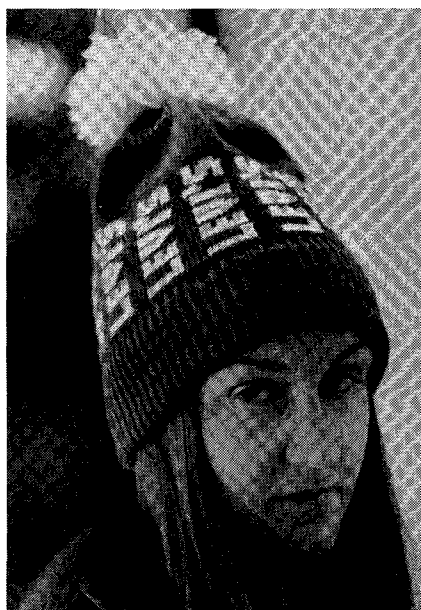


backstop net.

Both nets are all-weather Dacron and are kept taut easier through a unique tightening device incorporated into each pole. Nets and poles can be set-up and taken down in just minutes once the anchor plates are located. The net, with a length of 20 feet, is only 7 feet shorter than regulation singles court width.

The Home Court kit may also be used for paddleball, badminton, volleyball or virtually any other net game.

CIRCLE READER SERVICE CARD NO. 2



3. Personalized knitwear

Personalized knitwear does for winter what the printed "T" shirt does for summer. You may have your company name, logo, monogram or whatever printed on the knitted products. Products in current production include ski hats, long scarfs and sailor's watch caps.

CIRCLE READER SERVICE CARD NO. 3

4. Electric power assisted bicycle

Available now are plans to help you convert any ordinary bike into an "electric power assisted bicycle." The plans show an inexpensive and practical method for motorizing a bicycle in the interest of ecology, fun and as a way to save energy.

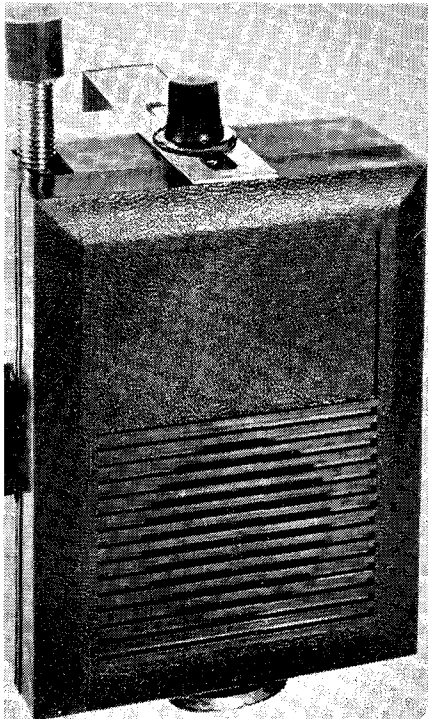
The plans include instructions for fabrication, drawings, a discussion of components and suppliers of the major parts.

The additional parts add about 35 pounds to the weight of the bike. A typically modified bike will travel up to 15 miles per hour on level terrain and should be able to travel about 10 miles on a battery charge.

CIRCLE READER SERVICE CARD NO. 4

5. 24-hour burglar, fire protection

This double-duty alert has two protection signals. It alerts against break-in and fire danger. It warns off intruders with a penetrating siren-like alarm that also erupts when the Heat Sensor reaches 135 degrees F. It is inexpensive, compact, battery-powered and wireless. Installation takes just seconds, and it may be installed permanently or temporarily.



CIRCLE READER SERVICE CARD NO. 5

6. Gym dividers

A new line of flexible gym dividers that temporarily convert gymnasiums and other large rooms up to 120 feet wide and 30 feet high into two separate areas for different activities has been introduced.

It is custom made to fit any size area.

The dividers are suspended from the ceiling. When needed, they may be manually or electrically operated to divide the area in minutes.

The lower section is solid Steelcote nylon reinforced vinyl for privacy and the top section is fiberglass mesh screen for air circulation and better lighting.

CIRCLE READER SERVICE CARD NO. 6

7. Solar battery charger

The 12V battery charger is similar to battery chargers used aboard satellites, but redesigned to allow broad usage. Fully weatherproof,

the plastic coated panels allow direct conversion of light to electricity, and may be used anywhere a trickle charge is needed.

Compact and easily installed, the Solar Panel can be mounted on boats to provide current for automatically charging a 12V battery over an entire daylight period with no drain at night. Exposed to sunlight, it is great for power on a sailboat. Home experimenters and hobbyists may use the Solar Panel to run a transistor radio, any low current-drain electronic device, alarm system — literally anywhere a power supply is needed and sun is available.

CIRCLE READER SERVICE CARD NO. 7



8. Full-color playground equipment catalogue

An all-new, 24-page, full-color catalogue describing Playscapes, Playforms and other innovative playground equipment for imaginative and successful child's play is now available. It illustrates and details creative play environments for all ages, and outlines the principles behind their durability, low maintenance, safety and self-confidence building benefits.

All costs and specifications are included.

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Meet Your Board



Nick M. Miketinac, Recreation Director of Charmin Paper Products Company, Green Bay, has been elected Region V Senior Director of the NIRA Board.

Miketinac has been the recreation director of Charmin Paper Products since 1946, when he first joined the company. Charmin was one of the original members of NIRA when the company's name was Hobert Paper Mills.

A graduate of St. Norbert College in Wisconsin, Miketinac played professional football with the Green Bay Packers before enlisting in the U.S. Navy during World War II. During the war he served as Chief-Master-at-Arms on an aircraft carrier in the Atlantic and was also recreation director at Clarke Field in the Philippines.

He has coached college basketball and football, and has been a high school and college sports official for more than 20 years.

Currently, Miketinac is a member of the Green Bay Packer Alumni Association, was Vice President of the Green Bay Bowling Association and secretary of the Brown Country Golf Committee.



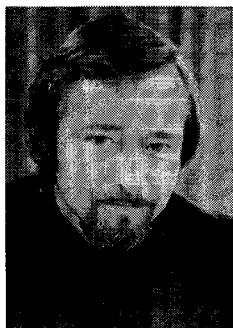
CIR A I W. Porter, Manager of Employee Relations, Raytheon Company, Andover, Mass., was re-elected to the NIRA Board recently to serve as Region I, Senior Director.

Prior to joining the Raytheon company, Porter owned his own employment agency and worked for an international photographic firm as a regional Vice President.

Porter is a graduate of Northeastern University, Boston, where he earned his bachelor of science degree in education, majoring in English. During

high school and college he worked as program director and camp director for a local YMCA.

He is an active member of many civic organizations. Among them are: Kiwanis International, Rotary International, Community Action Council, the Boston Chamber of Commerce Contact Club, YMCA committees, the Raytheon Management Club and the United Fund.



Richard Brown, an employee of Texas Instruments since 1966, has been elected Region VI Senior Director of the NIRA Board.

He recently was named **General Manager of the Texins Association** which serves some 23,000 Dallas TI employees.

Dick joined Texins as a means to meet and socialize with other Tiers. Immediately, he became involved in almost every facet of the association. Until his appointment to General Manager, he was President of the Texoma Club, serving as Treasurer and Vice President.

He holds B.S., M.A. and Ph.D. degrees in ceramic engineering from the University of Illinois, Urbana. He joined TI in '66 and worked in Chemical Research until accepting his present post.

Dick is a member of a number of professional societies, National Institute of Ceramic Engineers, American Ceramic Society, Sigma X, Keramos (honoraries), and the American Association for the Advancement of Science. He is also active in other civic areas including Junior Achievement and the Junior Chamber of Commerce.

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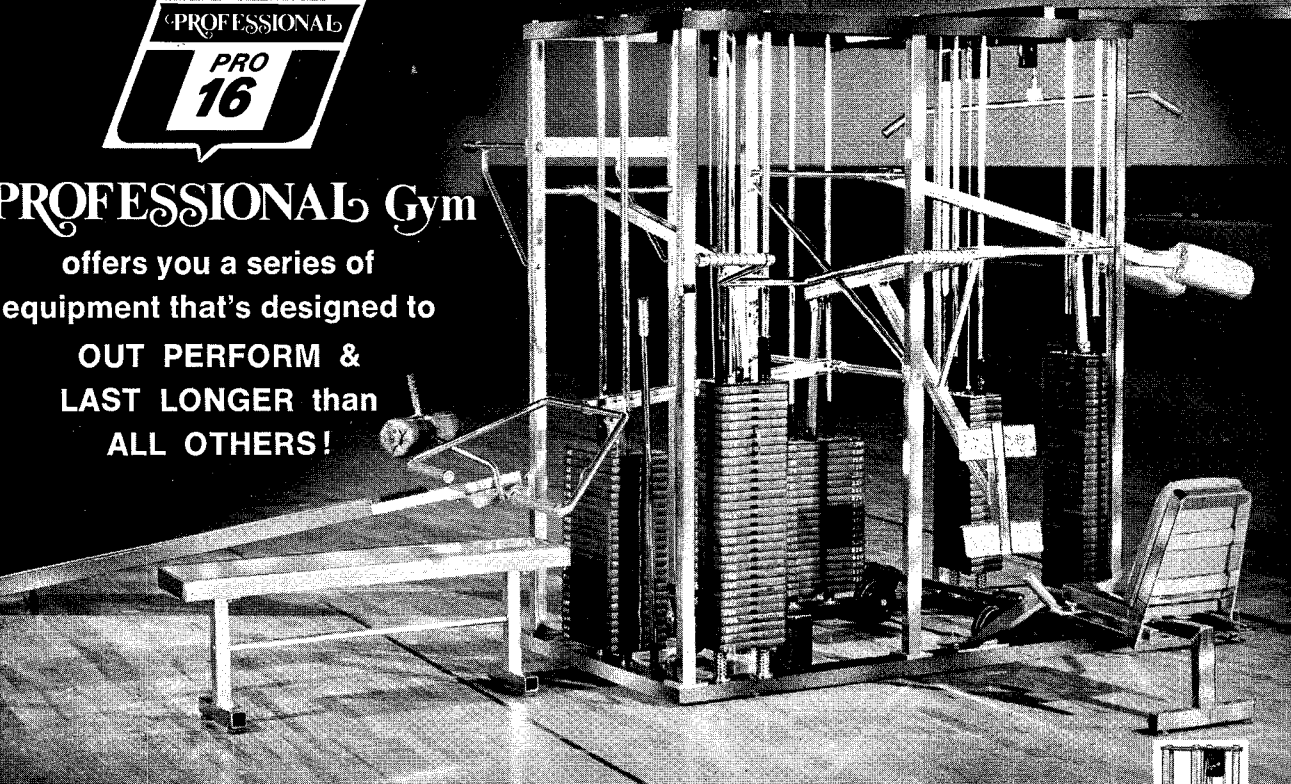
Air France	3
All America Scoreboard	5
Beach Club Hotel	34
Champion Products	45
Classified Ads	38
Forest Trails	44
Gerber Manufacturing	4
Hillerich & Bradsby	7
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Technicolor	Cover IV
Twelgreenn	47
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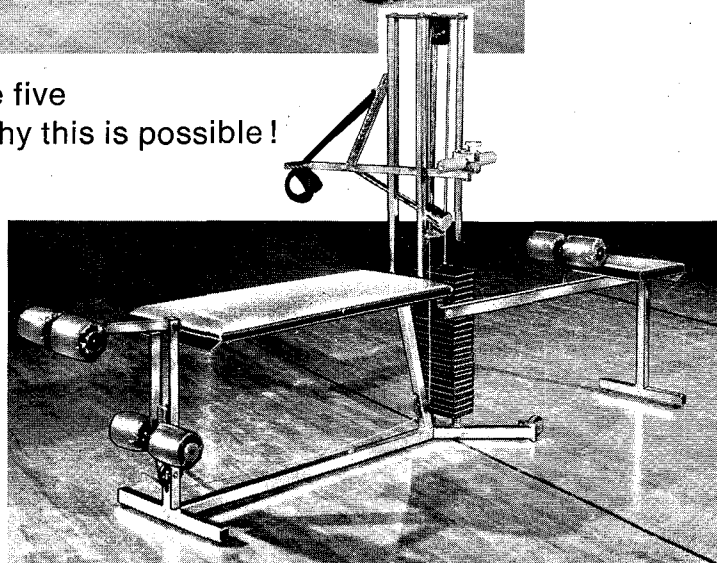
Weight Resistance — Professional equipment may offer as much as **1000 pounds more actual lifting weight** and usually exceeds each station capacities of other competitive gyms.

Stations — All Professional Gym stations are designed for the athlete in **true lifting action and right correctness**. All heavy lift stations connect **direct** to weight stacks (no cables). The Squat and Calf flexor station (11) is an **exclusive feature** of the Professional 16 Gym. All stations use **heavy-duty coil springs** to absorb vibration and reduce noise. All Professional stations have a **safety locking weight selector** system.

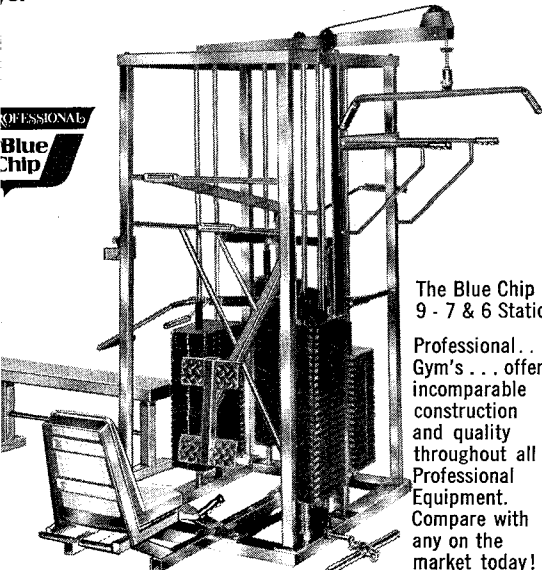
3 — Frame Structure Station Versatility — All Professional equipment is designed with **greater strength and more actual measured station space**. The base is 4" steel channel, no tubing. The top 2" x 2" angle steel, **solid perimeter**, uprights 1 3/4 x 11 gauge steel tubing with 4" base plates. All upholstery is done with 52 oz. vinyl covering with **Dow Ethafoam padding**.

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5 — Mobility — By actuating both lifting arms, one person can move the entire machine.



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**Technicolor would like to take this opportunity
to thank all our new friends in NIRA for their overwhelming
interest in our programs.**

**We wish you a pleasant holiday season
and look forward to another year
of continued success.**